



Community Planning Aberdeen Board

Meeting on **MONDAY, 1 JULY 2019 at 2.00 pm**

Committee Room 2 - Town House, Aberdeen

B U S I N E S S

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 1 May 2019 - for approval (Pages 3 - 8)
- 2.2 Draft Minute of the Meeting of the CPA Management Group Meeting of 27 May 2019 - for information (Pages 9 - 24)
- 2.3 Draft Minute of the Special Meeting of the CPA Management Group Meeting of 12 June 2019 - for information (Pages 25 - 28)
- 2.4 CPA Board Forward Business Planner (Pages 29 - 34)
- 2.5 National Update, Scottish Government

CPA IMPROVEMENT PROGRAMME 2019-21

- 3.1 CPA Improvement Programme 2019-21 Quarterly Update Report (Pages 35 - 102)
- I) Economy (Page 39)
 - II) People (Children & Young People) (Pages 40-41)
 - III) People (Vulnerable Adults) (Pages 42-46)
 - IV) Place (Page 47)
 - V) Community Engagement (Page 47)
 - VI) New Charters (Page 48)

3.2 Locality Partnership Improvement Tracker (Pages 103 - 114)

GENERAL BUSINESS

4.1 Summary Local Outcome Improvement Plan 2016-26 (Pages 115 - 122)

4.2 UNICEF Child Friendly Cities Update (Pages 123 - 130)

4.3 Public Health Consultation - to follow

FOR YOUR INFORMATION

5.1 Meeting Dates 2020 (Pages 131 - 132)

5.2 Date of Next Meeting - 9 September 2019 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
1 MAY 2019**

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

Also Present:- Neil Carnegie, Michelle Cochlan and Martin Murchie, all Aberdeen City Council

Richard Craig (Alcohol and Drugs Partnership), Jillian Evans (Sustainable City), Derek McGowan (Community Justice Group), Sandra Ross (Resilient, Included and Sustainable) and Graeme Simpson (Integrated Children Services) (all for item 6 of the minute)

Alison Macleod (Aberdeen City Health and Social Care Partnership) (for item 7 of the minute).

Dave Black (ACVO).

Apologies:- Councillor Duncan (Integrated Joint Board Chair), Councillor Greig (Aberdeen City Council), Liv Cockburn (ACVO), Amanda Croft (NHS), Gordon MacDougall (Skills Development Scotland) and Angela Scott (Aberdeen City Council).

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Topic	Discussion/Decision	Action By
1. Declarations of Interest	There were no declarations of interest.	
2. Minute of Previous Meeting of 26 February 2019	The Board had before it the minute of its previous meeting of 26 February 2019, for approval. In relation to item 8 (Refreshed LOIP 2016/2026), of the minute, the Board noted that Councillor Laing had written to the University of Aberdeen and Robert Gordon's University to invite them to become members of the CPA Board, Management Group, as well as any of the applicable Outcome Improvement Group. Michelle Cochlan, Community Planning Manager, advised that she had been	

Agenda Item 2.1

Topic	Discussion/Decision	Action By
	<p>liaising with representatives from both organisations and both were keen to become members of the Partnership. The University of Aberdeen has confirmed representation on the Board and Management Group. The Board welcomed the update and looked forward to representatives from both universities joining the Board, Management Group and appropriate Outcome Improvement Groups in the near future and agreed that once confirmed that the constitution be updated to reflect this.</p> <p><u>The Board resolved:-</u></p> <ul style="list-style-type: none"> (i) to approve the minute as a correct record; and (ii) to agree that the constitution be updated to reflect the representation of the University of Aberdeen; and Robert Gordon's University once this had been confirmed. 	Michelle Cochlan
Page 4 Draft Minute of the CPA Management Group of 26 March 2019	<p>The Board had before it the draft minute of the CPA Management Group meeting of 26 March 2019, for information.</p> <p><u>The Board resolved:-</u> to note the draft minute.</p>	
4. CPA Board Forward Business Planner	<p>With reference to item 4 of the minute of its meeting of 26 February 2019, the Board had before it the forward business planner for the Community Planning Aberdeen Board.</p> <p><u>The Board resolved:-</u></p> <ul style="list-style-type: none"> (i) to note the forward business planner and to request all Partners to advise Michelle Cochlan of reports they intended on submitting to future meetings for inclusion on the forward business planner; and (ii) to note that the report on the Child Friendly Cities Programme had been delayed to the next meeting of the Board on 1 July 2019. 	All Partners Alison Cameron
5. National Update, Scottish Government	<p>With reference to item 4 of the minute of its meeting of 26 February 2019, the Board received a verbal update from Mr Neil Rennick, Location Director for the Partnership, Scottish Government.</p> <p>Mr Rennick provided an update on the following areas:</p>	

Topic	Discussion/Decision	Action By
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 5</p>	<p>(1) Local Governance Review</p> <p>The outcome of the consultation on the Local Governance Review: Democracy Matters was awaited.</p> <p>(2) EU Exit</p> <p>The Scottish Government was continuing to progress planning for a no deal EU Exit. It had also started with discussions with the UK Government on the structure post EU Exit.</p> <p>Thereafter, Jonathan Smith highlighted the recent publication of the following reports which he suggested were helpful guidance for the Partnership:</p> <ul style="list-style-type: none"> • Strengthening Community Councils – report by SCDC • Volunteering For All - National Framework • Place Update <p>In respect of place, Mr Rennick advised that work was ongoing to develop a place approach and engagement and he would provide an update on this at the next meeting. In addition, he highlighted the community planning improvement board which currently looking at how to improve/support community planning and again he would provide an update on this at the next meeting.</p> <p><u>The Board resolved:-</u> to note the verbal update and that further updates as detailed above would be provided by Mr Rennick at the Board’s next meeting on 1 July 2019.</p>	
<p>6. Draft CPA Improvement Programme 2019-2021</p>	<p>The Board had before it a report which presented the CPA Improvement Programme for 2019-2021. The programme set out the timescales for initiation of all 125 improvement projects included within the Local Outcome Improvement Plan (LOIP) 2016-26 over three years up until 2021, at the end of which the LOIP would be reviewed.</p> <p>The report recommended – that the Board</p> <p>(a) approve the CPA Improvement Programme contained at Appendix 1;</p>	

Topic	Discussion/Decision	Action By
Page 6	<p>(b) note that full project charters would be submitted to the CPA Board for all improvement projects starting in 2019, as per the timescales noted in Appendix 1;</p> <p>(c) note that outline project charters for all other improvement projects would be submitted to the CPA Board by the end of the year;</p> <p>(d) note the revised help sheet and template to be used for full Improvement project charters in Appendix 2; and</p> <p>(e) note progress of improvement projects continued from 2018 in Appendix 3.</p> <p>The Board welcomed the report, in particular the scale of ambition of the Improvement Programme and the work required to progress the projects and achieve the desired outcomes. Partners emphasised the importance of the Board scrutinising the charters as they were presented and being agile in their approach and ensuring that the required outcomes were being achieved. The Board also highlighted that partner's individual business plans should be aligning to the LOIP.</p> <p>Partners heard from the Chairs or representatives of the Outcome Improvement Groups who each provided a brief overview of the prioritisation of their respective improvement projects and the next steps.</p> <p>The Board resolved:-</p> <p>(i) to approve the recommendations;</p> <p>(ii) to request that the organisation of the project manager for each project be added to the CPA Improvement Programme; and</p> <p>(iii) to request the Aberdeen Prospers Outcome Improvement Group to consider "good work" when progressing improvement projects.</p>	Michelle Cochlan, ACC Michelle Cochlan, ACC
7. Locality Partnership Improvement Tracker	<p>With reference to item 10 of the minute of the meeting of the Board of 3 December 2018, the Board had before it a report which presented the Improvement Tracking Report on the improvement activity being led by the Locality Partnerships to meet the improvement aims identified within the Locality Plans 2017-27.</p> <p>The report recommended – that the Board note progress against the locality improvement projects.</p>	

Topic	Discussion/Decision	Action By
	<p>Partners thanked the Locality Partnerships for the projects delivered and outcomes achieved to date and highlighted the importance of the positive outcomes achieved being communicated. The Board also discussed Partners attendance at Locality Partnership meetings to provide the Board's support.</p> <p>The Board resolved:-</p> <ul style="list-style-type: none"> (i) to approve the recommendation; (ii) to request Neil Carnegie to liaise with Aberdeen City Council communications team to develop and issue promotional material on the outcomes achieved by the Locality Partnerships; and (iii) to request Neil Carnegie to co-ordinate the attendance of the Chair/Vice Chair and Board Partners at future Locality Partnership meetings. 	<p>Neil Carnegie, ACC</p> <p>Neil Carnegie, ACC</p>
<p>Page 7</p> <p>Revised CPA Constitution</p>	<p>With reference to item 9 of the minute of the meeting of the Board of 4 December 2017, the Board had before it a report which presented the revised constitution for Community Planning Aberdeen to align with the refreshed Local Outcome Improvement Plan 2016-26 as agreed by the CPA Board in February 2019.</p> <p>The report recommended – that the Board approve the revised constitution for Community Planning Aberdeen.</p> <p>The Board resolved:- to approve the recommendation subject to amending the quorum of the Board at 3.6.1 to read “The Board must have at least 3 voting members from different partner organisations to be quorate”.</p>	<p>Michelle Cochlan, ACC</p>
<p>9. Draft CPA Budget 2019/2020</p>	<p>The Board had before it a report which set out the proposed contributions from Community Planning Aberdeen Partners to the Community Planning Budget 2019/20 and detailed proposals for how the monies would be spent.</p> <p>The report recommended – that the Board</p> <ul style="list-style-type: none"> (a) agree the proposed Community Planning Budget 2019/20; (b) agree the proposed spend on budget commitments 2019/20; (c) note the grant funding secured for 2019/20 to date; and 	

Topic	Discussion/Decision	Action By
	<p>(d) agree that the Community Justice Transition Fund was used to fund the continuation of the fixed term Community Justice Officer post for 2019/20</p> <p>During the discussion on the report, the Board noted the position in respect of the funding provided to ACVO to support the Civic Forum and that the narrative for future budget reports would be updated to ensure that it was clear that ACVO held the support/development monies on behalf of the Civic Forum and therefore ACVO did not necessarily provide the support to the Civic Forum.</p> <p><u>The Board resolved:-</u> to approve the recommendations.</p>	Michelle Cochlan, ACC
10. Page 8 Aberdeen City Health & Social Care Partnership Strategic Plan 2019-22	<p>The Board had before it a report which provided an update on the production of the Aberdeen City Health and Social Care Partnership Strategic Plan 2019-22 and on progress towards introducing new health and social care localities.</p> <p>The report recommended – that the Board</p> <p>(a) note the current position with regards to the development of the Aberdeen City Health and Social Care Partnership Strategic Plan 2019-22; and</p> <p>(b) note the progress on localities.</p> <p>The Board welcomed the update and noted that Ken Milroy would discuss North East College's representation on the Workforce Delivery Group with Alison Mcleod outwith the meeting.</p> <p><u>The Board resolved:-</u> to approve the recommendations.</p>	
11. Date of Next Meeting	The Board noted that its next meeting would be held on 1 July 2019 at 2pm.	

COMMUNITY PLANNING ABERDEEN MANAGEMENT GROUP

27 MAY 2019

Present:- Angela Scott (Aberdeen City Council) (Chair in the absence of a Chair), Graeme Duncan (Police Scotland) (Vice Chair), Jamie Bell (Scottish Enterprise), Neil Cowie (North East College), Rab Dickson (as a substitute for Derek Murray) (Nestrans), Jillian Evans (NHS Grampian and Sustainable City), Nicola Graham (Skills Development Scotland), Maggie Hepburn (as a substitute for Joyce Duncan) (ACVO), Matt Lockley (Aberdeen Prospers), Derek McGowan (Community Justice Group), Rob Polkinghorne (Integrated Children’s Services), Sandra Ross (Resilient, Included and Sustainable and Health and Social Care Integration) and Jonathan Smith (as a substitute for Lavina Massie (Civic Forum)).

Also Present:- Michelle Cochlan, Neil Carnegie, Martin Murchie and James Simpson (all Aberdeen City Council).

Apologies:- Keith Gerrard (Active Aberdeen Partnership), Lavina Massie (Civic Forum), Derek Murray (Nestrans), Darren Riddell (Scottish Fire and Rescue Service and Community and Engagement Group).

Topic	Discussion/Decision	Action By
1. Chair	Angela Scott, took the Chair for today’s meeting.	
2. Valedictory and Best Wishes	<p>The Chair advised that this was Matt Lockley, Chair of the Aberdeen Prospers Outcome Improvement Group last meeting prior to leaving Aberdeen City Council.</p> <p>She also advised that Darren Riddell, Scottish Fire and Rescue Service (SFRS) representative and Chair of the Community and Engagement Group who could not be in attendance today would no longer be the SFRS representative as he was taking up a new post within the Service. Therefore, a new representative for a SFRS, as well as a Chair of the Community and Engagement Group would be selected.</p> <p>The Chair thanked both Matt and Darren for their contribution to the Partnership throughout their tenure and wished them both well on their future endeavours.</p> <p>The Chair also advised that Rab Dickson was in attendance for Derrick Murray and passed on her best wishes to Derrick.</p>	

Topic	Discussion/Decision	Action By
	<p><u>The Management Group resolved:</u> to concur with the Chair's remarks.</p>	
<p>3. Minute of Previous Meeting of 26 March 2019</p> <p>of 26</p> <p>Page 10</p>	<p>The Management Group had before it the minute of its meeting of 26 March 2019, for approval.</p> <p>In respect of item 2 (Minute of Previous Meeting) 10 (Child Friendly Cities), of the minute, the Management Group noted that the Board had agreed that the current governance structure for the programme be reviewed to ensure that it was robust with clear remits and avoiding duplication of membership where possible and this was to be reported to the Board at its meeting on 1 July 2019.</p> <p>With regards to item 2 (Minute of Previous Meeting) 17 (Consultation and Legislation Tracker), the Management Group noted that the consultation on the Scottish National Investment Bank Bill had ended, however there was still an opportunity to make representation to the cross party parliamentary group.</p> <p>In respect of item 2 (Minute of Previous Meeting) 10 (Child Friendly Cities), of the minute, the Management Group noted that Derek McGowan, Chair of the Community Justice Group, and Sandra Ross, Health and Social Care Integration, were to liaise regarding the custody suite/link worker being considered by the Integrated Joint Board and to ensure that this connected with the work Police Scotland was undertaking at a national level.</p> <p><u>The Management Group resolved:</u></p> <p>(i) to approve the minute as a correct record;</p> <p>(ii) to note the updates as recorded above and the further action to be taken; and</p> <p>(iii) to note that all other actions from the previous meeting as recorded had been undertaken.</p>	<p>Alison MacLeod</p> <p>Derek McGowan/Sandra Ross</p>

Topic	Discussion/Decision	Action By
4. Draft Minute of the CPA Board Meeting of 1 May 2019	<p>The Management Group had before it the draft minute of the CPA Board meeting of 1 May 2019, for information.</p> <p><u>The Management Group resolved:</u> to note the draft minute.</p>	
5. 2019 LOIP Improvement Projects and Creating the Conditions for Success Page 11	<p>The Management Group had before it a report which (1) confirmed the Community Planning Aberdeen Improvement Projects which had been prioritised by Outcome Improvement Groups for initiation during 2019; (2) provided information on how the Partnership was helping to create the conditions for the successful delivery of projects through QI capacity building opportunities; the provision of lead level improvement and data adviser support; and improved coordination of support for priority testing in Localities.</p> <p>The report recommended – that the Management Group</p> <ul style="list-style-type: none"> (a) note the CPA Improvement Projects scheduled to initiate this year in Appendix 1; (b) agree that all Improvement Project Managers must complete at least basic level one day QI Bootcamp training if they had not already done so; (c) agree to request Project Managers to engage with CPA Locality Managers on those projects where the Locality Partnership had identified the project for priority testing in the locality area; (d) agree to request the Head of Health Intelligence for NHS Grampian to seek an update on NHS Grampian IA capacity to support the CPA Improvement Programme; and (e) note that an update on the Shared Intelligence Unit would be brought forward to a future meeting. <p>The Group discussed the improvement projects prioritisation, during which it was noted that the three Locality Partnerships had considered the CPA Improvement Programme 2019 to identify projects for priority testing in Localities. The projects had been identified by community members based on their knowledge and understanding of their</p>	<p>all Improvement Project Managers all Improvement Project Managers Jillian Evans, NHS Grampian Martin Murchie, ACC/ Jillian Evans, NHS Grampian</p>

Topic	Discussion/Decision	Action By
Page 12	<p>local area. The appendix detailed the projects which the Locality Partnerships believed to be most relevant to addressing local issues and were appealing to the Outcome Improvement Groups to start testing change in their areas. Whilst these were the projects which had been identified by the Locality as most relevant, the Locality Managers and Locality Partnerships would be data led on where the greatest need existed. In addition, it was highlighted that the Locality Partnerships were keen and willing to be involved in the identification of change ideas and contribute to testing in the community. Locality Managers were currently leading discussions with Locality Partnerships to identify representatives to be involved in these improvement projects. Partners welcomed the update and agreed that it was important that localities were not overloaded with improvement projects and that the scheduling of projects was considered.</p> <p><u>The Management Group resolved:</u> to approve the recommendations.</p>	Michelle Cochlan/Outcome Improvement Group Chairs
6. CPA Improvement Programme 2019-21 Quarterly Update Report	<p>With reference to item 4 of the minute of the meeting of 26 March 2019, the Management Group had before it a report which (1) provided an update on the projects within the Local Outcome Improvement Plan 2016-26 which had started, or were due to start, to deliver the Partnership's 15 Stretch Outcomes by 2026; and (2) presented new charters for consideration before submission to the CPA Board and thereafter project initiation.</p> <p>The report recommended – that the Management Group</p> <ul style="list-style-type: none"> (a) consider the updates provided on live improvement projects (community justice projects); (b) approve the new charters included in section vi of this report for project initiation; (c) note those charters which are now scheduled to come to the special meeting of the CPA Management Group on 12 June, prior to submission to CPA Board on 1 July; and (e) approve the rescheduling of all other charters which were due to be submitted to CPA Board in July. 	

Topic	Discussion/Decision	Action By									
Page 13	<p>The Management Group discussed the current status of all project charters, as well as the new project charters before them for consideration today.</p> <p>In respect of new charters, the Management Group noted the intention that Public Health and the Council's Business Intelligence and Performance Management cluster would contribute to the process by providing feedback where applicable on the measures and data in each charter.</p> <p>During the course of the discussion, the Management Group noted the further updates on status for the following charters since the report had been issued.</p>										
	<table border="1"> <thead> <tr> <th data-bbox="427 758 1043 831">Project Charter Due</th> <th data-bbox="1043 758 1659 831">Current Status and CPA Management Group Comment</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 831 1043 1090">Stretch Outcome 3 - Increase the number of pregnant young people who are able to remain in education during pregnancy by 50%, by 2022</td> <td data-bbox="1043 831 1659 1090">No charter at present. Charter delayed due to change to project manager. Still being completed and scheduled for CPA Board in September 2019. Rob Polkinghorne and Sandra Ross to check on progress.</td> </tr> <tr> <td data-bbox="427 1090 1043 1275">Stretch Outcome 3 - Increase in the MMR vaccine uptake for children at 24 months by 3.9%, by 2020</td> <td data-bbox="1043 1090 1659 1275">No project charter at present. Charter delayed due to project manager recently being assigned. Now scheduled for CPA Board in December.</td> </tr> <tr> <td data-bbox="427 1275 1043 1455">Stretch Outcome 3 - Increase the number of 27-30 month reviews completed for eligible children by 5.2%, by 2021</td> <td data-bbox="1043 1275 1659 1455">No project charter at present. Charter delayed due to project manager recently being assigned. Now scheduled for CPA Board in December.</td> </tr> </tbody> </table>		Project Charter Due	Current Status and CPA Management Group Comment	Stretch Outcome 3 - Increase the number of pregnant young people who are able to remain in education during pregnancy by 50%, by 2022	No charter at present. Charter delayed due to change to project manager. Still being completed and scheduled for CPA Board in September 2019. Rob Polkinghorne and Sandra Ross to check on progress.	Stretch Outcome 3 - Increase in the MMR vaccine uptake for children at 24 months by 3.9%, by 2020	No project charter at present. Charter delayed due to project manager recently being assigned. Now scheduled for CPA Board in December.	Stretch Outcome 3 - Increase the number of 27-30 month reviews completed for eligible children by 5.2%, by 2021	No project charter at present. Charter delayed due to project manager recently being assigned. Now scheduled for CPA Board in December.	Rob Polkinghorne, ICSB and Sandra Ross, RIS
	Project Charter Due		Current Status and CPA Management Group Comment								
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Rob Polkinghorne, ICSB											
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Topic	Discussion/Decision	Action By					
Page 14	<p>The Management Group discussed the proposed new project charters and commented on each as detailed below.</p>	<p>Derek McGowan, CJ</p>					
	<p><u>The Management Group resolved:</u></p> <p>(i) to note the updates provided on live improvement projects (community justice projects) and that a phase end report would be submitted at its next meeting to allow an assessment of the outcome of the project to date and whether it should be recommended to the Board for continuation or to be concluded;</p> <p>(ii) to approve the following new charters for submission to the CPA Board on 1 July 2019 for consideration subject to the amendments as detailed in the table being undertaken for the respective charters;</p>						
	<table border="1"> <thead> <tr> <th data-bbox="427 684 1055 719">New Charters Presented</th> <th data-bbox="1055 684 1664 719">CPAMG Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 719 1055 1088"> <p>3.1 Increase the impact, levels of community/partner participation and measured value of collaborative, Partnership wide community benefits by 2022</p> </td> <td data-bbox="1055 719 1664 1088"> <p>New charter 2.1 appended to the report. The Management Group agreed that the charter be updated to reflect the feedback from the Community Planning Team as detailed on the charter and that an outline project plan be added. Subject to the aforementioned amendments being actioned, the charter would be submitted to the CPA Board on 1 July 2019.</p> </td> </tr> </tbody> </table>		New Charters Presented	CPAMG Comments	<p>3.1 Increase the impact, levels of community/partner participation and measured value of collaborative, Partnership wide community benefits by 2022</p>	<p>New charter 2.1 appended to the report. The Management Group agreed that the charter be updated to reflect the feedback from the Community Planning Team as detailed on the charter and that an outline project plan be added. Subject to the aforementioned amendments being actioned, the charter would be submitted to the CPA Board on 1 July 2019.</p>	<p>Lori Manson/Matt Lockley, Aberdeen Prospers</p>
	New Charters Presented		CPAMG Comments				
<p>3.1 Increase the impact, levels of community/partner participation and measured value of collaborative, Partnership wide community benefits by 2022</p>	<p>New charter 2.1 appended to the report. The Management Group agreed that the charter be updated to reflect the feedback from the Community Planning Team as detailed on the charter and that an outline project plan be added. Subject to the aforementioned amendments being actioned, the charter would be submitted to the CPA Board on 1 July 2019.</p>						
<p>3.2 (Teenage Pregnancy) i) Reduce the rate of teenage pregnancies [under 16s] by 3% by 2021; and ii) Reduce the rate of teenage pregnancies [under 16s] in the CPP locality areas by 10% by 2021</p>	<p>New charter 3.2 appended to the report. The Management Group agreed that the charter needed to be agile to respond to new data and that Jillian Evans, Public Health, share current data and that the aim be reviewed to reflect this. An outline project plan was also required for this charter. Once the aim had been reviewed and the outline plan added, the charter would be submitted to the CPA Board on 1 July 2019.</p>	<p>Rachel Thompson, NHS, ICSB/Jillian Evans, NHS</p>					

Topic	Discussion/Decision		Action By
Page 15	3.3 Care Experienced Children Positive Destinations - Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.	New charter 3.3 appended to the report. The Management Group agreed that the charter be updated to (1) reflect the feedback from the Community Planning Team as detailed on the charter; (2) provide a clear definition of positive destinations and how that would be measured; (3) include a baseline; and (4) include an outline project plan. Subject to the aforementioned amendments being actioned, the charter would be submitted to the CPA Board on 1 July 2019.	Larissa Gordon/Rob Polkinghorne, ICSB
	3.4 School Transitions - Increase the number of children who effectively transition from primary to secondary school by 2021	New charter 3.4 appended to the report. The Management Group agreed that the Project Team should (1) reflect the feedback from the Community Planning Team as detailed on the charter; (2) review the aim of the charter and consider whether this should be targeted to a specific cohort of children and that this be reflected in the aim; (3) clarify the rationale; and (3) consider inclusion of a member of the Community Learning and Development Team in the Project Team. Subject to the aforementioned amendments being actioned, the charter would be submitted to the CPA Board on 1 July 2019.	Gael Ross/ Rob Polkinghorne, ICSB
	3.5 Sustained Positive Destinations - Increase the number of young people	New charter 3.5 appended to the report. The Management Group agreed that the	James Simpson, ACC

Topic	Discussion/Decision		Action By
Page 17	effective interventions or who are referred to relevant support services (as a % of all those identified as being involved in cuckooing incidents) in priority localities by 2021	the CPA Board on 1 July 2019.	<p>DI McPhail, Police Scotland/Derek McGowan, CJB</p> <p>Dawn Schultz, ACC/Andy Buchan, SFRS</p> <p>Matt Lockley, Aberdeen Prospers</p> <p>Rob Polkinghorne, ICSB</p> <p>Rob Polkinghorne, ICSB</p>
	14.1 Community Resilience Plans - Establish "community led and owned" resilience plans in areas that are most vulnerable to flooding and severe weather, identified as Deeside, Peterculter, Bridge of Don and Denmore by 2021	New charter 14.1 appended to the report. The Management Group agreed that the charter be reviewed and updated to (1) have a clear and specific project aim; (2) remove Colin Gray, Regional Emergency Planning Officer from the Project Team and add a representative from Scottish Government City Environment Team; and (3) that an outline project plan be added. Subject to the aforementioned amendments being actioned, the charter would be submitted to the CPA Board on 1 July 2019.	
	(iii) to agree that the following charters be considered at special meeting of the CPA Management Group on 12 June 2019, comprising of the Acting Chair and Vice Chair only, and therefore setting aside 4.6.1 of the constitution, prior to submission to CPA Board on 1 July:		
	Project Charter	Stretch Outcome	
	Increase the number of SVQ level 4 qualifications achieved in ICT and Digital by 10% by 2021	Stretch Outcome 1 - 10% increase in employment across priority and volume growth sectors by 2026.	
	Reduce the number of pregnant mothers who smoke by 10% by	Stretch Outcome 3 - 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.	

Topic	Discussion/Decision		Action By
Page 18	2022	developmental milestones by the time of their child health reviews by 2026.	Rob Polkinghorne, ICSB Rob Polkinghorne, ICSB Derek McGowan, CJG Sandra Ross, RIS Sandra Ross, RIS Michelle Cochlan, ACC
	Increase in the number of inhouse foster and kinship placements by 2021	Stretch Outcome 5 – 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.	
	Increase the number of opportunities for parents and carers to gain an insight into how to meaningfully contribute to the educational progress of their children and young people by 30% by 2021	Stretch Outcome 6 – 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026	
	Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021.	Stretch Outcome 10 - 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026	
	Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021.	Stretch Outcome 11 - Healthy life expectancy (time lived in good health) is five years longer by 2026	
	Extend link working approach across primary care to support 3,000 people to attain their own identified outcomes by 2021.	Stretch Outcome 11 - Healthy life expectancy (time lived in good health) is five years longer by 2026	
	(iv) to approve the rescheduling of all other charters which were due to be submitted to CPA Board in July 2019 as detailed above and in the report; and (v) to otherwise note the current status of the charters as detailed above.		

Topic	Discussion/Decision	Action By
<p>7. Quarter 1 2019/2020 Locality Partnership Improvement Tracking Report</p> <p>Page 19</p>	<p>With reference to item 5 of the minute of the meeting of 26 March 2019, the Management Group had before it a report which presented the Improvement Tracking Report on the improvement activity being led by the Locality Partnerships to meet the improvement aims identified within the Locality Plans 2017-27.</p> <p>The report recommended – that the Management Group note progress against the Locality improvement projects.</p> <p>The Management Group discussed the progress and considered whether any project was at a stage to be scaled up, however at this time it was agreed that most were not at a scale up point.</p> <p>In respect of food and fun, Partners noted that a new charter was required for 19/20 and that teams were currently developing proposals for alternative delivery models for Summer onwards. In this regard, it was suggested that there should be discussion about how communities could support the distribution of food and that the new charter look at gathering data on the wider impact and how people were changing.</p> <p>Partners also discussed gaming solutions and how gaming could be used as a public health technique.</p> <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to approve the recommendation; and (ii) to agree to hold a session on online applications and gaming techniques and solutions. 	<p>Neil Carnegie Michelle Cochlan/Jillian Evans</p>
<p>8. Achieving Pace through Rapid Cycle Testing - Presentation by Michelle Cochlan, ACC</p>	<p>The Management Group received a presentation from Michelle Cochlan, ACC, on achieving pace through rapid cycle testing.</p> <p>In the presentation, Michelle reminded Partners of improvement methodology and the cycle of plan, do, study and act.</p>	

Topic	Discussion/Decision	Action By
Page 20	<p>In terms of improvement projects to date, she highlighted the following observations:</p> <ul style="list-style-type: none"> • Some projects got stuck at the charter stage • A set of tasks were completed, but not changes • Activities were stretching out over many weeks or months • Data wasn't being gathered or where data was being gathered, we weren't doing anything different • A feeling of we don't have time to test, we just want to get on with it. <p>However, in terms of improvement methodology, each improvement project should start with the aim, but for one (unit), not all units. Specifically, she asked Partners when completing or reviewing improvement project charters to consider what changes could we make? i.e. Co-design one contract? Or Increase attendance of one care experienced child at school? etc</p> <p>Michelle then explained the importance of testing, highlighting that all project charters should be tested to build knowledge, gather data to understand impact and learn what works first. Partners should not be worrying about scalability of project until the outcome of the test on small scale. This approach would provide greater chance of success; prevents waste of precious resources and ultimately the Partnership improved quicker.</p> <p>In terms of the period for testing she advised that the quicker we test, the quicker we learn and testing periods beyond 30 days should be questioned. She advised of the difference between the sprints approach and the blitz approach to improvement projects.</p> <p>Partners agreed that in existing charters they had not managed pace of testing, and that moving forward with the new charters it was important that they contained a clear period of testing and that each Project Manager took responsibility for ensuring the pace of testing was met. It was also agreed that an exceptional case would need to be made to go for a testing period beyond 30 days. If there was no improvement after 30 days then the project should stop.</p>	

Topic	Discussion/Decision	Action By
	<p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to thank Michelle Cochlan for the informative presentation and request that Michelle circulate the information, along with the training calendar, by email to the Management Group; (ii) to agree that the testing period for improvement projects should not be beyond 30 days unless in exceptional circumstances; (iii) to request Project Managers to review the information presented today and advise Michelle Cochlan of which approach they would take to achieve pace; (iv) to agree that improvement projects should not commence until the Project Manager had completed the required training. 	<p>Michelle Cochlan, ACC</p> <p>all Improvement Project Managers</p> <p>all Improvement Project Managers</p> <p>all Improvement Project Managers</p>
<p>9. Quarter 4 – 2018/19 Budget Monitoring Report</p> <p>Page 21</p>	<p>With reference to item 6 of the minute of the meeting of the Management Group of 26 March 2019, the Management Group had before it a report which provided an update on the 2018/19 Community Planning Budget's financial performance for the period 1 April 2018 to 31 March 2019.</p> <p>The report recommended – that the Management Group note Community Planning Aberdeen budget's performance during 2019/20.</p> <p><u>The Management Group resolved:</u> to approve the recommendation.</p>	
<p>10. CPA PB Strategy - Verbal Update</p>	<p>With reference to item 6 of the minute of the meeting of the Management Group of 26 March 2019, the Management Group heard from Neil Carnegie and Jonathan Smith who advised that the development of a CPA PB Strategy remained outstanding. The matter was discussed at the last meeting of the Communication and Engagement Group at which it was noted that the Council had a standalone PB Policy and therefore it was suggested that a Partnership Strategy not be developed at this time and that instead that the Communication and Engagement Group focus on identifying different routes for promoting communication and engagement that would support greater empowerment of communities.</p>	

Topic	Discussion/Decision	Action By
	<p><u>The Management Group resolved:</u> to agree not to proceed with the development of a CPA PB Strategy at this time and to instruct the Community Engagement Group to identify different routes for promoting communication and engagement that would support greater empowerment and involvement of communities.</p>	Communication and Engagement Group
<p>11. CPA Planning and Performance Reporting Requirements</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 22</p>	<p>The Management Group had before it a report which presented a table detailing the planning and reporting requirements to be delivered by the Partnership. The table advised who required the Plan; whether the outcomes were covered in the LOIP; and whether (1) the CPA LOIP had been accepted as the respective Plans and (2) the CPA Annual Report on LOIP had been accepted.</p> <p>Partners welcomed the clarity on the current reporting requirements and agreed that the Partnership should be promoting the submission of the LOIP as the Plan for any statutory reporting and the LOIP annual report as the annual report to avoid duplication of reporting and promotion of the LOIP.</p> <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to note the table detailing the planning and reporting requirements to be met by the Partnership and to encourage where possible acceptance of the LOIP and its annual report as the documents submitted in order to avoid duplication of reporting; (ii) to note that Angela Scott and Rob Polkinghorne would raise reporting requirements and acceptance of the LOIP with the Scottish Government's Director for Children; (iii) to note that the document should include that the LOIP serves as the Antisocial Behaviour Strategy; and (iv) to request Michelle Cochlan to clarify whether the Violence Against Women Strategy was an Aberdeen City Council Strategy or a Partnership Strategy. 	<p>All Partners</p> <p>Angela Scott/Rob Polkinghorne, ACC</p> <p>Derek McGowan, CJG</p> <p>Michelle Cochlan, ACC</p>
<p>12. CPA Management Group Forward Business</p>	<p>With reference to item 9 of the minute of the meeting the Management Group of 26 March 2019, the Management Group had before it the Management Group forward business planner.</p>	

Topic	Discussion/Decision	Action By
Planner	<u>The Management Group resolved:</u> to note the forward business planner	
13. CPA Board Forward Business Planner	With reference to item 10 of the minute of the meeting the Management Group of 26 March 2019, the Management Group had before it the CPA Board forward business planner. <u>The Management Group resolved:</u> to note the forward business planner.	
14. Community Planning Aberdeen Funding Tracker Page 23	With reference to item 12 of the minute of the meeting the Management Group of 26 March 2019, the Management Group had before it the funding tracker which advised of key funding opportunities available to the Partnership linked to the themes within the LOIP and Locality Plans. <u>The Management Group resolved:</u> (i) to note the funding tracker; and (ii) to encourage all Outcome Improvement Groups to explore available funding opportunities.	Outcome Improvement Group Chairs
15. Consultation and Legislation Tracker	With reference to item 11 of the minute of the meeting the Management Group of 26 March 2019, the Management Group had before it the CPA legislation tracker which detailed all current open consultations and pending legislation. <u>The Management Group resolved:</u> (i) to note the legislation tracker; (ii) to agree that the Alcohol and Drugs Partnership (ADP) submit a response to the Licensing consultation on behalf of the Partnership; and (iii) to agree that James Simpson, Integrated Children Services (ICS), submit a response to the Children's Services Plans consultation on behalf of the Partnership.	Richard Craig, ADP James Simpson, ICS

Topic	Discussion/Decision	Action By
16. Date of Next meeting	The Management Group noted that its next meeting would be held on 5 August 2019 at 2pm.	

DRAFT

COMMUNITY PLANNING ABERDEEN MANAGEMENT GROUP SPECIAL MEETING

12 JUNE 2019

Present:- Angela Scott (Aberdeen City Council) (Acting Chair) and Graeme Duncan (Police Scotland) (Vice Chair).

Also Present:- Michelle Cochlan and Martin Murchie (Aberdeen City Council).

Topic	Discussion/Decision	Action By		
1. Chair	Angela Scott, took the Chair for today's meeting.			
2. CPA Improvement Programme 2019-21 Quarterly Update Report Page 25	<p>With reference to item 6 of the minute of the meeting of 27 May 2019, the Management Group had before it a report which presented new project charters for consideration prior to submission to the CPA Board in July 2019.</p> <p>The report recommended – that the Management Group</p> <p>(a) consider the new charters included in section vi of the report for submission to CPA Board for approval in July; and</p> <p>(b) approve the rescheduling of all other charters which were due to be submitted to CPA Board in July.</p> <p>The Management Group discussed the new project charters before them for consideration today. The comments of the Management Group were as detailed below.</p> <p><u>The Management Group resolved:</u></p> <p>(i) to agree that the following new charter required be reviewed by the respective Project Sponsor and resubmitted to the next meeting of the Management Group and therefore not presented to the CPA Board on 1 July 2019;</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Stretch Outcome 11 - Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021.</td> <td style="width: 50%;">New charter 11.1 appended to the report. The Management Group agreed that this charter be discussed with the Project Sponsor to determine whether</td> </tr> </table>	Stretch Outcome 11 - Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021.	New charter 11.1 appended to the report. The Management Group agreed that this charter be discussed with the Project Sponsor to determine whether	Sandra Ross, RIS Group
Stretch Outcome 11 - Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021.	New charter 11.1 appended to the report. The Management Group agreed that this charter be discussed with the Project Sponsor to determine whether			

Topic	Discussion/Decision		Action By
Page 26		the current project aim was a single system improvement project rather than a CPA project.	Michelle Cochlan, ACC Alison Carrington, SDS and Duncan Abernethy, Nescol Isabel McDonnell
	(ii) to approve the following new charters for submission to the CPA Board on 1 July 2019 for consideration subject to the amendments as detailed in the table being undertaken for the respective charters;		
	New Charters Presented	CPAMG Comments	
	Stretch Outcome 1 - Increase the number of SVQ level 4 qualifications achieved in ICT and Digital by 10% by 2021	New charter 1.1 appended to the report. The Management Group agreed that the charter be updated to (1) reflect the feedback from the Community Planning Team as detailed on the Charter; (2) provide a confirmed project team; and (3) include an outline project plan. Subject to these amendments, the charter could be submitted to the CPA Board on 1 July 2019, otherwise that the updated charter be considered at the next Management Group meeting.	
Stretch Outcome 5 - Increase in the number of inhouse foster and kinship placements by 2021	New charter 5.2 appended to the report. The Management Group agreed that the charter be updated to (1) reflect the feedback from the Community Planning Team as detailed on the Charter; (2) provide clarity and be more specific on the specific test of change; (3) be more specific regarding the programme of engagement and participation of kinship carers; (4) clarify whether the change ideas have been lifted from the Kinship Care Improvement Plan for 2018/2019, and if yes what has the improvement		

Topic	Discussion/Decision		Action By
Page 27		been to date; and (5) include an outline project plan. Subject to these amendments, the charter could be submitted to the CPA Board on 1 July 2019, otherwise that the updated charter be considered at the next Management Group meeting.	Alex Duncan, ACC
	Stretch Outcome 6 - Increase the number of opportunities for parents and carers to gain an insight into how to meaningfully contribute to the educational progress of their children and young people by 30% by 2021	New charter 6.4 appended to the report. The Management Group agreed that the charter be updated to (1) reflect the feedback from the Community Planning Team as detailed on the Charter; (2) provide more specific and clearer tests of change and measures of improvement; and (3) include an updated project plan. Subject to these amendments, the charter could be submitted to the CPA Board on 1 July 2019, otherwise that the updated charter be considered at the next Management Group meeting.	
	Stretch Outcome 10 - Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021.	New charter 10.4 appended to the report. The Management Group agreed that the charter be updated to (1) reflect the feedback from the Community Planning Team as detailed on the Charter; (2) provide more specific and clearer tests of change and measures of improvement; and (3) include an updated project plan. Subject to these amendments, the charter could be submitted to the CPA Board on 1 July	



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
1 July 19	
CPA Improvement Programme Quarterly Update Report	Michelle Cochlan, ACC
Locality Partnership Quarterly Improvement Tracker	Neil Carnegie, ACC
Summary Local Outcome Improvement Plan	Michelle Cochlan, ACC
Child Friendly Cities (article 8 of 26/02/19 meeting) *delayed from 1 May 2019 meeting.	Alison Cameron, Police Scotland
Project Charter: Increase the impact and measured value of Partnership wide community benefits programme by 2022.	Alison Carrington (SDS) Vice Chair, Aberdeen Prospers
Project Charter: Increase the number of families who request additional support and receive an offer of an appropriate service within 30 days of receipt of the Child's Plan, to 80%, by 2021.	Rob Polkinghorne, ACC
Project Charter: Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.	Rob Polkinghorne, ACC
Project Charter: Increase in the number of inhouse foster and kinship placements by 2021.	Rob Polkinghorne, ACC
Project Charter: Increase the number of young people living in Quintiles 1,2 and 3 who achieve a sustained positive destination by working with communities to 90% 2022.	Rob Polkinghorne, ACC
Project Charter: Increase the no. young people who effectively transition from primary school to secondary school by 2021.	Rob Polkinghorne, ACC
Project Charter: Increase the number of young people taking up foundation apprenticeships to 142 by 2021	Rob Polkinghorne, ACC
Project Charter: Increase the number of opportunities for parents and carers to gain an insight into how to meaningfully contribute to the educational progress of their children and young people by 30% by 2021.	Rob Polkinghorne, ACC
Project Charter: Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021.	Sandra Ross

Title of report <i>(Hyperlink to minute reference where applicable)</i>	Contact officer
Project Charter: Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021.	Derek McGowan, ACC
Project Charter: Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021.	Derek McGowan, ACC
Project Charter: Community led resilience plans in place for areas most vulnerable to flooding by 2021; and Community led resilience plans in place across all areas by 2026.	Jillian Evans, NHSG
Project Charter: Increase community food growing in schools, communities and workplaces by 2021	Jillian Evans, NHSG
9 September 19	
CPA Improvement Programme Quarterly Update Report	Michelle Cochlan, ACC
Locality Partnership Quarterly Improvement Tracker	Neil Carnegie, ACC
Community Justice Group Project End Reports	Val Vertigans, ACC
North East College Regional Outcome Agreement	Neil Cowie, NE College
Project Charter: Increase the no. of SVQ level 4 qualifications achieved in ICT and Digital by 10% by 2021	Alison Carrington (SDS) Aberdeen Prospers
Project Charter: Stimulate a 5% increase in the number of start-up businesses in growth sectors by 2021.	Alison Carrington, Aberdeen Prospers
Project Charter: Increase the number of people employed in growth sectors by 5% by 2021.	Alison Carrington, Aberdeen Prospers
Project Charter: Increase the number of people from priority groups (care experienced young people, people with convictions, people with housing need) employed by public sector partners by 2021.	Alison Carrington, Vice Chair, Aberdeen Prospers
Project Charter: Reduce the number of babies exposed to second-hand smoke (at 6-8 week review) by 10% by 2022.	Rob Polkinghorne, ACC
Project Charter: Reduce the number of pregnant mothers who smoke by 10% by 2022.	Rob Polkinghorne, ACC
Project Charter: Increase the number of pregnant young people who are able to remain in education during pregnancy by 50%, by 2022.	Rob Polkinghorne, ACC
Project Charter: Increase in the MMR vaccine uptake for children at 24 months by 3.9%, by 2020.	Rob Polkinghorne, ACC
Project Charter: Increase the number of 27-30 month reviews completed for eligible children by 5.2%, by 2021.	Rob Polkinghorne, ACC
Project Charter: Reduce the rate of teenage pregnancies [under 16s] in the CPP locality areas by 10% by 2021	Rob Polkinghorne, ACC
Project Charter: Reduce the rate of teenage pregnancies [under 16s] across the city by 3%, by 2021.	Rob Polkinghorne, ACC
Project Charter: Increase in the uptake of Healthy Start Scheme and Vitamins by 4%, by April 2020.	Rob Polkinghorne, ACC
Project Charter: Reduce the number of births affected by drugs by 0.6 %, by 2022.	Rob Polkinghorne, ACC

Title of report <i>(Hyperlink to minute reference where applicable)</i>	Contact officer
Project Charter: Increase the confidence of parents and young people to recognise and seek support in response to deteriorating mental wellbeing by 2022.	Rob Polkinghorne, ACC
Project Charter: Increase the confidence of school-based staff to recognise and respond to children who require support and directing them to the school Nursing Service to 90%, by 2021.	Rob Polkinghorne, ACC
Project Charter: Increase the range and number of accredited courses being provided by schools & partners by 25% by 2021.	Rob Polkinghorne, ACC
Project Charter: Reduce the number of winter leavers with no positive destination by 50% by 2021.	Rob Polkinghorne, ACC
Project Charter: Achieve badges in: Health Equality and Inclusiveness; Participation; and 3 more to be identified by 2022	Rob Polkinghorne, ACC
Project Charter: Reduce the number of young people identified as having indicators of being at risk of being excluded from school by 2021.	Rob Polkinghorne, ACC
Project Charter: Increase the number of cases of people appropriately diverted from prosecution by 2021.	Derek McGowan, ACC
Project Charter: Reduce instances of anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2021.	Derek McGowan, ACC
Project Charter: Extend the multi-agency problem solving approach to all 16 and 17 year olds charged with an offence to reduce the likelihood of reoffending which could lead to a conviction by 2021.	Derek McGowan, CJ
Project Charter: Extend link working approach across primary care to support 3,000 people to attain their own identified outcomes by 2021.	Sandra Ross, RIS
Project Charter: Reduce % of men and women who are obese to 20% by 2021.	Sandra Ross, RIS
Project Charter: Increase opportunities for people who are retired to continue and increase their contribution to communities by 10% by 2021.	Sandra, Ross, RIS
Project Charter: Increase by 25% year on year, the number of people who have benefited from a Making Every Opportunity Count conversation or intervention.	Sandra Ross, RIS
Project Charter: Increase the % of Care experienced children and young people receiving educational and support input on alcohol/ drugs issues by 2021.	Richard Craig, ADP
Project Charter: 100% of schools have a progressive, cohesive and relevant substance misuse curriculum by 2021	Richard Craig, ADP
Project Charter: Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2021.	Richard Craig, ADP

Title of report <i>(Hyperlink to minute reference where applicable)</i>	Contact officer
2 December 19	
CPA Improvement Programme Quarterly Update Report	Michelle Cochlan, ACC
Locality Annual Reports 2018/19	Neil Carnegie, ACC
Project Charter: Increase employer sign up to the Real Living Wage by 2021 and year on year to achieve Real Living Wage City Status by 2026.	Alison Carrington (SDS) Vice Chair, Aberdeen Prospers
Project Charter: Increase the % of people in Aberdeen who feel comfortable using digital tools by 2021.	Alison Carrington, Vice Chair, Aberdeen Prospers
Project Charter: Increase the support provided by the school Nursing service to children and young people with escalating mental wellbeing concerns by 50% by 2022.	Rob Polkinghorne, ACC
Project Charter: Increase number of staff, including carers working with care experienced children and young people trained in trauma skills and knowledge, to 80% by 2021.	Rob Polkinghorne, ICS
Project Charter: Increase the number of children and young people remaining in a placement between 16-18 year by 2021.	Rob Polkinghorne, ICS
Project Charter: Reduce the number children who experience more than 1 placement over a year by 2022.	Rob Polkinghorne, ICS
Project Charter: Increase the number of care experienced people who receive appropriate support when accessing their records by 2022	Rob Polkinghorne, ICS
Project Charter: Increase number of young people who need support in relation to trauma and bereavement having access to such support by 2021.	Derek McGowan, CJG
Project Charter: Increase in number of calls by Criminal Justice professionals for advice/support to an expert helpline.	Derek McGowan, CJG
Project Charter: Improve health and wellbeing outcomes for at least 50% of homeless people participating in the Housing First programme by 2021.	Sandra Ross, RIS
Project Charter: Increase the number of people with autism who are supported to be in education, employment or training by 2021.	Sandra Ross, RIS
Project Charter: Increase number of alcohol brief interventions delivered by Primary Care providers and other professionals by 100% by 2021.	Richard Craig, ADP
Project Charter: Increase the number of Number of alcohol licensed premises awarded Best Bar None status by 2021.	Richard Craig, ADP
Project Charter: Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2021.	Richard Craig, ADP
Project Charter: Increase % of people who walk as main mode of travel to 31% by 2021; and Increase % of people who cycle as main mode of travel to 3% by 2021	Jillian Evans, SC

Title of report <i>(Hyperlink to minute reference where applicable)</i>	Contact officer
Timescale TBC	
Local Fire and Rescue Plan 19/20	Bruce Farquharson, SFRS
Regional Alliance Skills Partnership	Neil Cowie, North East College
Future of Scotland's Planning System – <i>dependent on the outcome of secondary legislation after the Bill</i>	Gale Beattie, ACC / Public Health

Acronyms:

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

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

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Community Planning Aberdeen

Progress Report	CPA Improvement Programme 2019-21 Quarterly Update Report
Lead Officer	Angela Scott, Chair of CPA Management Group and Chief Executive of Aberdeen City Council
Report Author	Michelle Cochlan, Corporate Strategy and Community Planning Manager
Date of Report	14 June 2019
Governance Group	CPA Board – 1 July 2019

Purpose of the Report

This report provides an update on the projects within the Local Outcome Improvement Plan 2016-26 which have started, or are due to start, to deliver the Partnership's 15 Stretch Outcomes by 2026. This report also includes new charters for approval for project initiation.

Summary of Key Information

1 BACKGROUND

- 1.1 The refreshed [Aberdeen City Local Outcome Improvement Plan](#) (LOIP) was approved by Community Planning Aberdeen Board on 26 Feb 2019. It introduces 15 Stretch Outcomes to be delivered by 2026 and 125 shorter term improvement projects which will be initiated over 2019 to 2021.
- 1.2 The Community Planning Aberdeen [Outcome Management and Improvement Framework](#) sets out how CPA ensures effective, systematic and collaborative scrutiny of progress towards the achievement of outcomes within the LOIP. These arrangements include quarterly reporting to the CPA Board on progress made in taking forward the LOIP improvement projects. This report includes an update on the LOIP projects which have started or are scheduled to start this quarter. This report also includes new charters for approval before project initiation.

2 PROJECT UPDATES

- 2.1 There are a small number of improvement projects which were initiated following the first Local Outcome Improvement Plan 2016 and have continued into the refreshed LOIP. Progress against these improvement projects is included in the Section IV of this report – see community justice group projects.

3 NEW PROJECT CHARTERS

- 3.1 This report includes 11 of 22 project charters which were due to be submitted to the CPA Board in July, as per the [CPA Improvement Programme 2019-21](#), approved by the Board on 1 May 19. The remaining 11 charters originally scheduled to be submitted to the CPA Board in July have been postponed to a later date. See project updates in section i-v for details.
- 3.2 New project charters go through a quality assurance process with the Community Planning Team, with input from Public Health and the Council's Office of Data Analytics. The project charters in section vi of this report answer positively to the following questions and are presented to the CPA Board for approval:
1. Is the project aim consistent with aim in the LOIP?
 2. Is there a sound business case explaining why the project is important?
 3. Is it likely that the changes being tested will achieve the aim? Public health input on proven interventions.
 4. Will the measures demonstrate whether a change is an improvement? Comments on data?
 5. Is there a mix of partners involved in this project?
 6. Clear outline project plan?

4 ACHIEVING PACE THROUGH RAPID CHANGE CYCLES

- 4.1 The Partnership uses a project scoring mechanism to understand the progress that projects are making. At the point of submitting a project charter to the Board for endorsement, the project has reached a score of 4 on the scale, which means foundation work for the project is now complete. Subject to approval by CPA Board of the project charters presented in this report, project teams will now proceed to designing and testing their change ideas; and gathering data to understand impact.

Score	Stage of Project
1	Project area identified and agreed
2	Draft Outline Project Charter and team in place
3	Understanding baseline of current system (Data and practice)
4	Project Charter endorsed by CPA Board
5	Change ideas and project measures developed
6	Testing underway
7	Initial indications of improvement
8	Improvements achieved
9	Sustainable improvement
10	Project complete

- 4.2 Whilst the majority of the improvement projects in the LOIP have aims set for 2021, through the application of the quality improvement methodology adopted by CPA, we are aiming to see initial indications (score 7) of improvement early on in a project. This will give us the confidence that the changes we are testing are the right ones for scaling up our testing.

- 4.3 The improvement methodology uses ‘Plan’, ‘Do’, ‘Study’, ‘Act’ (PDSA) cycles to test change ideas on a small scale and assess impact before wholesale implementation. Once changes are designed, these cycles should start and be repeated on an increasing scale fairly rapidly to build confidence that the change works. This will depend on the frequency of opportunity for testing. For example, if we are testing a change to how we greet a customer coming into our buildings, then there are multiple opportunities to test our change ideas with many people in just one day. It is therefore possible to see improvement in a very short period of time. Opportunities for testing other change ideas may be less frequent, i.e. daily, weekly, monthly or in some cases longer.
- 4.4 The project plans included in the charters give an indication of the timescales each project team is working to in the design and test of changes. At the end of the project (on achievement of the project aim or end of testing period) the project team will be required to prepare a project end report for the CPA Board. This report will evaluate overall achievement and seek permission to either **implement** the changes permanently, **spread** the changes, or **abort** the project.
- 5 NEXT STEPS**
- 5.1 Projects which are approved for initiation by CPA Board on 1 July will proceed to the designing and testing stage. Progress will be reported to CPA Board as part of the next quarterly update report in September 2019.
- 5.2 Jonathan Smith, Chair of CPA Community Engagement Group (CEG) has written to the Chairs of the Outcome Improvement Groups to invite them to meet to discuss how the CEG can support them to enhance the co-design and co-production of the LOIP improvement projects with communities. This will ensure that project teams are taking into account ideas for change from communities themselves and increase opportunities for innovation.

Recommendations for Action

It is recommended that members of the CPA Board:

- i) consider the updates provided on live improvement projects (community justice projects);
- ii) approve the new charters included in section vi of this report for project initiation;
- ii) approve the rescheduling of all other charters which were due to be submitted to CPA Board in July.

Opportunities and Risks

Successful delivery of the Local Outcome Improvement Plan 2016-26 requires a robust programme management approach to the delivery of the 120 improvement projects in the refreshed LOIP. It has been agreed that we will take a phased approach to the initiation of the projects in the LOIP to help ensure we are channelling our resources to those projects which are most likely to have the biggest impact; and/ or set the foundation for further improvement activity over the next two to three years. However, there will be no compromise on pace and therefore the timely initiation of planned projects is essential.

Consultation

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

CPA Management Group

Chairs of Outcome Improvement Groups

LOIP Project Managers

James Simpson, Performance & Strategy Development Officer

Sacha Will, Improvement Programme Manager

Background Papers

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

[Local Outcome Improvement Plan 2016-2026 \(Refreshed 26 February 2019\)](#)

[CPA Improvement Programme 2019-21](#)

Contact details:

Michelle Cochlan

Community Planning Manager

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MCochlan@aberdeencity.gov.uk

Lead Outcome Improvement Group: Aberdeen Prospers

- No. project charters due: 4
- No. project charters ready: 1
- No. project charters postponed: 3
- No. project charters outstanding: 0
- No. projects live: 0
- Total No. of LOIP projects: 14

Charter Status	Ready	Postponed
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Stretch Outcome 1**10% increase in employment across priority and volume growth sectors by 2026**

Project Charters Due	Charter submitted to CPA Board
Increase the number of SVQ level 4 qualifications achieved in ICT and Digital by 10% by 2021	Postponed to September. Draft charter in place. Feedback from QA process to be addressed. Further change ideas to be developed following a Digital Skills meeting on 28 June.

Stretch Outcome 2**90% of working people in Living Wage employment by 2026**

Project Charters Due	Charter submitted to CPA Board
Increase employer sign up to the Real Living Wage by 2021. and year on year to achieve Real Living Wage City Status by 2026	Postponed to December. Project team are conducting initial research to inform change ideas. Now scheduled for CPA Board in December.
Increase the impact and measured value of Partnership wide community benefits programme by 2022.	Yes. Charter approved (subject to amendment) by CPA Management Group on 27 May. Feedback now addressed. (See Charter 2.1)
Increase the % of people in Aberdeen who feel comfortable using digital tools by 2021	Postponed to December. Project team are exploring definition of 'people who feel comfortable' and gathering baseline information. Now scheduled for CPA Board in December.

Lead Outcome Improvement Group: Integrated Children's Services

- No. project charters due: 13
- No. project charters ready: 6
- No. project charters postponed: 7
- No. project charters outstanding: 0
- No. projects live: 0
- Total No. of LOIP projects: 41

Charter Status	Ready	Postponed
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Stretch Outcome 3

95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026

Project Charters Due	Charter submitted to CPA Board
Increase the number of families who request additional support and receive an offer of an appropriate service within 30 days of receipt of the Child's Plan, to 80%, by 2021	Yes. Charter approved by CPA Management Group on 27 May 19. (See charter 3.1)
Reduce the number of babies exposed to second-hand smoke (at 6-8 week review) by 10% by 2022	Postponed to September. Charter delayed due to change to project manager.
Reduce the number of pregnant mothers who smoke by 10% by 2022	Postponed to September. Charter delayed due to change to project manager.
Increase the number of pregnant young people who are able to remain in education during pregnancy by 50%, by 2022	Postponed to September. Charter delayed due to change to project manager.
Increase in the MMR vaccine uptake for children at 24 months by 3.9%, by 2020	Postponed to September. further work required with the current and required stakeholders
Increase the number of 27-30 month reviews completed for eligible children by 5.2%, by 2021	Postponed to September. further work required with the current and required stakeholders
Reduce the rate of teenage pregnancies [under 16s] by 3%, by 2021; and Reduce the rate of teenage pregnancies [under 16s] in the CPP locality areas by 10% by 2021	Postponed to September. further work required with the current and required stakeholder.

Stretch Outcome 4

90% of children and young people will report that they feel mentally well by 2026

No charters due

Charter Status	Ready	Postponed
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Stretch Outcome 5

95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026

Project Charters Due	Charter submitted to CPA Board
Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022	Yes. Charter approved (subject to amendment) by CPA Management Group on 27 May. Feedback now addressed. (See charter 5.1)
Increase in the number of inhouse foster and kinship placements by 2021	Yes. Charter approved (subject to amendment) at special CPA Management Group meeting on 12 June. Feedback now addressed. (See charter 5.2)

Stretch Outcome 6

95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026

Project Charters Due	Charter submitted to CPA Board
Increase the no. young people who effectively transition from primary school to secondary school by 2021	Yes. Charter approved (subject to amendment) by CPA Management Group on 27 May. Feedback now addressed. (See charter 6.1)
Increase the number of young people living in Quintiles 1,2 and 3 engaged in a family approach who achieve a sustained positive destination to 90% 2022	Yes. Charter approved, subject to amendment, by CPA Management Group on 27 May 19. Feedback now addressed. (See charter 6.2)
Increase the number of young people taking up foundation apprenticeships to 142 by 2021	Yes. Charter approved, subject to amendment, by CPA Management Group on 27 May 19. Feedback now addressed. (See charter 6.3)
Increase the number of opportunities for parents and carers to gain an insight into how to meaningfully contribute to the educational progress of their children and young people by 30% by 2021	Postponed to September. Draft charter in place. Feedback from QA process to be addressed.

Stretch Outcome 7 Child Friendly City which supports all children to prosper and engage actively with their communities by 2026 No charters due

Lead Outcome Improvement Group: Community Justice Group

No. project charters due: 2
 No. project charters ready: 2
 No. project charters postponed: 0
 No. project charters outstanding: 0
 No. projects live: 3
 Total No. of LOIP projects: 24

Charter Status	Ready	Postponed
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Stretch Outcome 8

Stretch Outcome 8. 25% fewer young people (under 18) charged with an offence by 2026 (Community Justice Group/ ICS)

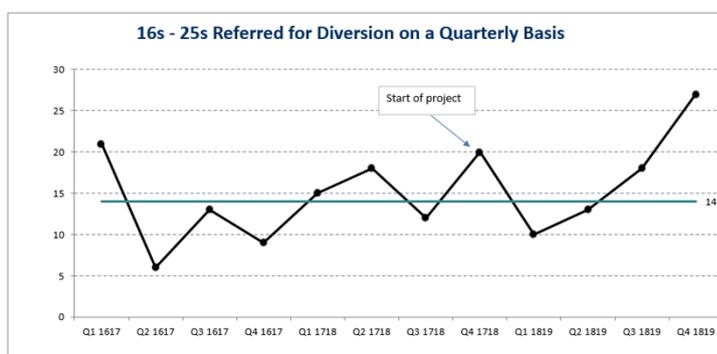
No charters due

Stretch Outcome 9

25% fewer people receiving a first ever Court conviction each year by 2026

Live Projects	Start-End	Progress Scale	Changes being tested
9.1 Increase the number of cases of people appropriately diverted from prosecution by 2021. Project Manager: Claire Duncan, HSCP	Apr 18 – Mar 21	6	<ul style="list-style-type: none"> • Map of data sharing processes • Single point of contact in Police Scotland Aberdeen Division and CJSWS • Data recording mechanism by CJSW • Training/awareness-raising input on Diversion from Prosecution

Improvement Data



This project started in April 2018 and has continued into the refreshed LOIP. The run chart above shows the number of referrals from the PF per quarter for the 16 – 25 age group.

The actual baseline period for the project was 2015-16, when there were on average just below 20 referrals for Diversion for this age group per quarter (77 referrals in total). The average for 2018-19 was also just under

20 referrals per quarter (78 in total). So the project has not achieved its target aim (of a 10% increase). However, indications are that improvement has been seen during 2018-19, compared to the two previous years, although it is not as yet possible to apply a specific ‘run chart rule’ to confirm this.

Further detailed information/conclusions will be provided to the next meeting of the Management Group.

Stretch Outcome 10

2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026

Project Charters Due	Charter submitted to CPA Board
Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021.	Yes. Charter approved by CPA Management Group on 27 May 19. (See charter 10.3)
Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021.	Yes. Charter approved (subject to amendment) at special CPA Management Group meeting on 12 June. Feedback now addressed. (See charter 10.4)

Live Projects	Start-End	Progress Scale	Changes being tested
<p>10.1 Increase the number of family members of people in HMP Grampian and HMYOI Polmont who received appropriate and timely support from Families Outside, Family Centre & Help Hub (Action for Children), and Alcohol & Drugs Action by 20% by 2021.</p> <p>Project Manager: Susan Morrison, ACVO/ Pam Simpson, HMP Grampian</p>	May 18 – Mar 21	6	<p><u>Awareness-raising:</u></p> <ul style="list-style-type: none"> • Regular specific training for prison staff, including Booking Line and peer mentors • Leaflets/posters/cards including information about three key agencies (• YouTube channel/clips about family issues/support • Role of solicitors • Role of Police/Referral at point of arrest <p><u>Focus on Children and Young People:</u></p> <ul style="list-style-type: none"> • Appropriate pre- and post-visit feedback mechanism for children <p><u>Collaborative Working between 3 key agencies:</u></p> <ul style="list-style-type: none"> • Common questionnaire for use across 3 key agencies

Live Projects	Start-End	Progress Scale	Changes being tested
Improvement Data			
			<p>This project started in May 2018 and has continued into the refreshed LOIP. The run charts above show the number of individuals who received 'appropriate and timely support', from data collated on the project's Common Questionnaire which is being used across all three organisations involved. The median figure has remained at 3 (the same as for the benchmarking period) for the first three months of the project.</p>
			<p>Further detailed information/conclusions will be provided to the next meeting of the Management Group.</p>

Live Projects	Start-End	Progress Scale	Changes being tested
<p>10.2 Increase no. of individuals who are on a custodial sentence, CPO Supervision or Diversion from Prosecution are being supported to make progress on the Employability Pipeline by 2021.</p> <p>Project Manager: Nicola Graham, SDS</p>	<p>Feb 18 – Mar 21</p>	<p>7</p>	<p>Pathways are in Place</p> <ul style="list-style-type: none"> • Training/awareness-raising events for statutory partners and other employers • Single point of contact identified by employer organisations • My Way to Employment Handbook for partners • Briefing note for employers – with tear-off slip <p><u>Individuals are engaged</u></p> <ul style="list-style-type: none"> • Flyer for individuals • Initial Assessment Form • 'Lead Professional' identified for each individual • Personal Mentor identified for each individual • Regular meetings involving Lead Professional, Personal Mentor, individual, and others as appropriate • Spreadsheet to record individual profile data

Improvement Data	
	<p>This project started in Feb 2018 and has continued into the refreshed LOIP.</p>

Live Projects	Start-End	Progress Scale	Changes being tested
<p><u>Individuals are engaged</u> The run chart above shows the individuals who agreed to participate in MWTE, and the duration of their engagement. In total nine individuals participated/continue to participate:</p> <ul style="list-style-type: none"> • Five individuals are currently continuing to engage. Of these, two have returned to prison but were re-engaged with there. • Three individuals had started off positively but then ceased to engage. Efforts are being made to re-engage with these individuals. • One individual ceased to engage and returned to custody. The project is endeavouring to re-engage this individual while in custody. <p>The reasons for individuals ceasing to engage are varied. Common issues included people returning to custody, health issues (e.g. drug and alcohol-related, and mental health), lack of confidence/motivation, struggling to break the cycle of not being in work etc.</p> <p>Notes: (1) Ceased to engage (2) Returned to custody (3) Re-engaged</p> <p><u>Pathways are in place/Engagement with Employers</u></p> <p>Input at 8 employers' events including two organised specifically by the project team (22/2/18 and 29/9/18) Event on 29/9 resulted in further meeting arranged with SFRS to discuss specific opportunities Employers Briefing Note given out at 3 of these events 9 out of 9 statutory partners have now identified single points of contact Additional opportunities for awareness raising being pursued with Chamber of Commerce, Federation of Small Businesses, and other employers. Further detailed information/conclusions will be provided to the next meeting of the Management Group.</p>			

Lead Outcome Improvement Group: Resilient, Included, Supported Group

No. project charters due: 2
 No. project charters ready: 1
 No. project charters postponed: 1
 No. project charters outstanding: 0
 No. projects live: 0
 Total No. of LOIP projects: 17

Charter Status	Ready	Postponed
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Stretch Outcome 11

Healthy life expectancy (time lived in good health) is five years longer by 2026

Project Charters Due	Charter submitted to CPA Board
Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021.	Yes. Charter approved at special CPA Management Group meeting on 12 June. (See charter 11.1)
Extend link working approach across primary care to support 3,000 people to attain their own identified outcomes by 2021.	Postponed to September. Charter considered at special CPA Management Group meeting on 12 June. Feedback to be addressed.

Lead Outcome Improvement Group: Alcohol and Drugs Partnership

No. project charters due: 0
 No. project charters received: N/A
 No. project charters postponed: 6
 No. project charters outstanding: 0
 No. projects live: 0
 Total No. of LOIP projects: 11

Stretch Outcome 12

Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026

No charters due

Charter Status	Ready	Postponed
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Lead Outcome Improvement Group: Sustainable City Group

No. project charters due: 1
 No. project charters ready: 2
 No. project charters postponed: 0
 No. project charters outstanding: 0
 No. projects live: 0
 Total No. of LOIP projects: 9

Stretch Outcome 13**No one in Aberdeen will go without food due to poverty by 2026**

Project Charter Received	Charter submitted to CPA Board
Increase community food growing in schools, communities and workplaces by 2021	Yes. Charter approved at special CPA Management Group meeting on 12 June. (See charter 13.1)

Stretch Outcome 14**Addressing climate change by reducing Aberdeen’s carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate**

Project Charters Due	Charter submitted to CPA Board
Community led resilience plans in place for areas most vulnerable to flooding by 2021; and Community led resilience plans in place across all areas by 2026	Yes. Charter approved by CPA Management Group on 27 May 19 (See Charter 14.1)

Stretch Outcome 15**38% of people walking and 5% of people cycling as main mode of travel by 2026**

No charters due

Lead Outcome Improvement Group: Community Engagement Group

No. project charters due: 0
 No. project charters ready: N/A
 No. projects live: 1
 Total no. of projects planned: 3

1	Increase the impact and measured value of Partnership wide community benefits programme by 2022	See charter 2.1
2	Increase the number of families who request additional support and receive an offer of an appropriate service within 30 days of receipt of the Child's Plan, to 80%, by 2021	See charter 3.1
3	Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022	See charter 5.1
4	Increase in the number of inhouse foster and kinship placements by 2021	See charter 5.2
5	Increase the no. young people who effectively transition from primary school to secondary school by 2021	See charter 6.1
6	Increase the number of young people living in Quintiles 1,2 and 3 engaged in a family approach who achieve a sustained positive destination to 90% 2022	See charter 6.2
7	Increase the number of young people taking up foundation apprenticeships to 142 by 2021	See charter 6.3
8	Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021.	See charter 10.3
9	Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021.	See charter 10.4
10	Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021	See charter 11.1
11	Increase community food growing in schools, communities and workplaces by 2021	See charter 13.1
12	Community led resilience plans in place for areas most vulnerable to flooding by 2021; and Community led resilience plans in place across all areas by 2026	See charter 14.1

2.1 Community Benefits

Improvement Project Title: Community Benefits Co-Design Improvement Project			
Executive Sponsor: Chair of Aberdeen Prospers			
Project Lead: Lori Manson			
Aim statement (What are we trying to accomplish? Over what time? Numerical target for improvement?) Increase the impact, levels of community/partner participation and measured value of collaborative, Partnership wide community benefits by 2022			
Link to Local Outcome Improvement Plan (LOIP): The refreshed LOIP published in 2019 identifies 15 stretch outcomes to break down the overall vision and ambitions to reduce poverty into manageable, thematic programmes of work. This Improvement Project sits under stretch outcome 2 within the Economy theme.			
Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
2. 90% of working people in Living Wage employment by 2026	2.1 Promoting inclusive economic growth for our most disadvantaged communities to mitigate the economic impacts of Brexit.	Increase the impact and measured value of Partnership wide community benefits programme by 2022.	Value of Partnership wide community benefits programme
			No. of community groups participating in the co-design of community benefits
It is expected that the nature, content and thematic focus of individual ideas & initiatives will contribute to a broad range of LOIP priority outcomes. This will be measured in the aims and outcomes in the Framework of individual Community Benefit Projects, and will be encouraged to contribute to Strategic Aims, as well as locally identified Community Needs and Aspirations.			
Why is this important? Community benefits clauses, when included within contracts or framework agreements, require the successful bidder to deliver some form of social, economic or environmental benefit in addition to the core purpose of the contract. Provided requirements remain proportionate and relevant to the contract they are associated with, there are a variety of themes that can be addressed as shown in the table below. Full information can be found in the Community Benefits and Sustainable Procurement Policy.			
Improve (Wellbeing)	Promote	Facilitate (Involve)	
Social	Innovation	SMEs	
Economic	Equalities/reduce Inequality	3 rd Sector organisations	
Environmental	Ethical trading and social justice	Supported Businesses	
Health	Fair Work Practices/The Living Wage	Prompt Payment throughout the supply chain	
Food poverty/fuel poverty/energy efficiency	Resource efficiency and the circular economy	Community engagement and community empowerment; community projects	
Air quality/reduction of harmful emissions/reduction of waste and packaging	Education; employability and skills training	Collaboration and collaborative working	
This project will look to improve how communities and partner organisations participate with the process and how their input can add value, shaping the desired outcomes associated with community benefit clauses.			

Intelligence contributed by communities will ensure requirements sought are welcomed, aligned to local need and wherever possible, build on existing initiatives. The impact of community benefits activity will also be maximised through improved coordination and collaboration across the wider Community Planning Partnership.

The timing is particularly opportune to initiate this improvement project, due to:

- Development of a strong Community Planning Partnership in the city.
- Significant investment across the city at this time through the programmes such as the City Centre Master Plan, Local Development Plan and City Region Deal.
- The Community Empowerment Act has increased communities' confidence in their place, how they can engage and contribute, and this project offers the opportunity to further this.

Measures: (How will we know if a change is an improvement?)

- % of contracts which incorporate co-designed community benefits
- No. of community benefit ideas/initiatives logged from communities
- % of community benefit outcomes matched with a local community initiative/project or local/national priority
- Value of community benefits measured in terms of outcomes for communities in general/particular priority groups – (e.g. employment and training; social and environmental wellbeing measures)
- % of community proposals successfully transposed into agreed community benefit options
- No. of community groups/ individuals participating in co-design of community benefits
- Customer (i.e. community representatives engaged) and community feedback and levels of satisfaction of both the process and the outcome

Change ideas (What can we do that will result in improvement?)

- Establishment of community co-design project group
- Apply Participatory Budgeting approach to community benefits co-design
- Use of procurement documentation to further encourage contractors to engage with communities upon contract mobilisation
- Improvement Project Team to host a mini-conference on community benefits to seek commitment for a coordinated approach

Potential Barriers

- Contracting organisation buy-in to the concept / initiative
- Lack of consistency across public sector partners
- Lack of take up of community benefits by community groups / residents
- Visibility of procurement pipeline and future opportunities

Project Team:

Ishbel Lavery, Lead Contact Aberdeen Prospers, Aberdeen City Council
 Jonathan Smith, Aberdeen Civic Forum
 Lori Manson, City Growth, Aberdeen City Council
 Paul Tytler, Early Intervention & Community Empowerment, Aberdeen City Council
 Stuart Calderwood, Commercial & Procurement Shared Service, Aberdeen City Council
 Susan Morrison, ACVO
 Jacqueline Craig, Police Scotland

Outline Project Plan		
Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	-Project team established -Draft charter developed -Charter submitted to CPA Board	Complete Complete July 2019
Designing and Testing Changes (Project Score 4-7)	-Design changes for initial testing -Test changes with Tillydrone Community Hub Construction Contract -Community benefit ideas generated sent to participants for prioritisation -Final community benefits incorporated within the tender documents -Evaluate overall results and plan further contracts, including partner contracts, for testing changes -Hold mini-conference to share case study/ process map and lessons learned to encourage further partners to test changes to increase community benefits	July 2019 Sep to Oct 2019 Nov 2019 Dec 2019 Jan 2020 April 2020
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	-Agree change ideas tested which are proven to work that we will seek to embed permanently -Continue to gather data on no. contracts which incorporate community benefits as a result of changes implemented - Assess whether improvement levels are sustained	Dec 2020
Spreading Changes (Project Score 9-10)	-Assess opportunities for spreading change to other areas where applicable	Jan 2021

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3.1 Family Support

Improvement Project Title: Improving Home-based Family Support
Executive Sponsor: Rob Polkinghorne (ICS Board Chair)
Project Lead: Eleanor McEwan (Homestart)
Aim statement: Increase the number of families who request additional support and receive an offer of an appropriate service within 30 days of receipt of the Child’s Plan, to 80%, by 2021
Link to Local Outcome Improvement Plan: Stretch Outcome 3: 95% of children(0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2016
Why is this important: In the 2016 joint inspection of services for children and young people, inspectors identified that families waited too long for family support services. At that time inspectors acknowledged that family support services were having a positive impact on children and family outcomes and recognised the valuable contribution that the services made. We formed a multi-agency improvement team; involving private, public and third sector family support services; to address concerns raised in our joint inspection of children’s services. Analysis of the data gathered and feedback from families provides evidence that there was a delay between Health Visitors requesting a service on behalf of families and the service being offered. At that time, families could wait for as long as 174 days between the date of referral and the date service was offered. There was also evidence that Health Visitors were making multiple requests for services from a range of providers in an attempt to access support as quickly as possible. The multi-agency team agreed that there was need to improve systems and processes to: <ul style="list-style-type: none"> • reduce the delay between the Health Visitor identifying a support need and the family being offered support from an appropriate service; • reduce the “scatter gun” referral approach; • ensure early intervention to reduce the need for statutory services; and • work collaboratively to improve outcomes for Aberdeen’s children and families. In June 2017 the team reviewed all data and learning so far. They found that there were aspects of the new system that could be implemented in each agency and there were aspects that could be spread to improve the system for all services in Aberdeen; <ul style="list-style-type: none"> • There was evidence that use of the Child’s Plan had improved the quality of information shared between Health Visitors and Family Support Services which had reduced the “scatter gun” approach; • Use of the Child’s Plan had reduced the time taken to establish which service could best meet family needs and therefore the total time taken to offer a service to families. • Sharing and analysing of data from different services provided evidence of improvement but there is still variation in waiting times: • In one service between June and December 2016, some families waited for over 100 days to receive a service. During 2018 all families received an offer of service within 38 days.

In another service many families waited between 60-100 days for a service. Between September 2017 and the end of 2018, 64% of referrals received an offer of service within 30 days. The longest delay was 59 days for one family. The services are determined to reduce this variation to ensure all families are able to access support at the right time.

A number of reasons were identified for the variation in waiting times between services, both at the beginning and review points of the project:

- Year to year funding of services leads to periods where services have to 'close to new referrals' as there is insufficient funding or lack of certainty about future funds. This puts pressure on other services.
- Any 'promotion' of the services available leads to increased requests for the service which leads to increased delay for all families.
- Lack of capacity of family support workers/volunteers/childminders. Each service continues to test ways to improve this (although they cannot influence situations where lack of capacity is due to lack of funding)
- For childminders, there is an issue with Care Inspectorate providing 'emergency variations' to allow short term emergency placements.
- Variations in the time between a Child's Plan being signed and being received by services.

Measures:

Outcome measures:

- % of families offered an appropriate support service within 30 days
- Number of days families wait to be offered a service

Process measures

- Number of monthly requests for services
- Number of requests received on a child's plan

Balancing measures

- Number of new agencies using a child's plan

Change ideas:

- Reliably use the Child's Plan to record reason for request for service and impact on outcomes. This includes ensuring consistency in completion of Plans and provision of all relevant information to ensure the right support is offered with the minimum delay
- Develop action plans to focus on the specific needs of the family
- Family Learning are testing whether an intensive programme over 4 months could improve outcomes for families whilst reducing the delay for others
- Introduction of a new data dashboard to ensure data is collected and used consistently across services. This will allow clearer understanding of points in the process where improvements may be possible and highlight the impact of tests of change
- Peep offering 1-1 support to parents with low mood to reduce group waiting list
- SCMA are contacting parents initially to reduce inappropriate requests for service

Potential risks and/or barriers to success & actions to address these

- The change ideas suggested above are those within the control of the services involved. One of the challenges in providing a reliable service in a timely fashion is the current funding arrangements, including perception of external funders.
- Lack of consistency and clarity around the use of child's plan

Project Team:

- Eleanor McEwan, General Manager, Home-Start Aberdeen
- Loraine Duncan, Development Officer, Scottish Childminding Association (SCMA)
- Jenny Adie, Family Learning Development Officer, Family Learning Team, Aberdeen City Council
- Natasha Martens, Peep Co-ordinator, Aberdeen City Council
- Cathy Beattie, Team Leader, Home-Start Aberdeen
- Lisa Lawrie, Service Manager/Lead Health Visitor, Aberdeen Health and Social Care Partnership

Project Support:

- Sacha Will, Programme Manager (Improvement), Aberdeen City Council
- Sharon Skene, FIS Manager, Business Intelligence, Aberdeen City Council
- Ljiljana Pavlenic, Strategic Performance and Improvement Officer, Aberdeen City Council

Outline Project Plan

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	Forming the improvement team; developing the project charter; gathering and analysing baseline data; understanding the current system	Completed
Designing and Testing Changes (Project Score 4-7)	Identifying changes and prioritising; engagement with customers & colleagues; Identifying the people, place to start testing	June 2019
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	Information sheets for Health Visitors, Education and Social work Changes to procedures in all services Internal Training in Teams Liaison with GIRFEC group on training to complete child's plan	December 2019
Spreading Changes (Project Score 9-10)	Engagement of other teams/colleagues through Community Planning Aberdeen Board (current improvement team would not be able to spread changes)	January 2020

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5.1 Care Experienced Children Positive Destinations

<p>Improvement Project Title: Improving Education Outcomes for Care Experienced Children and Young People</p>																				
<p>Executive Sponsor: Rob Polkinghorne (ICS Board Chair)</p>																				
<p>Project Lead: Larissa Gordon (LAC Virtual Headteacher) ACC</p>																				
<p>Aim statement:</p> <p>Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.</p> <p><i>Baseline to be established</i></p>																				
<p>Link to Local Outcome Improvement Plan:</p> <p>Stretch Outcome 5:</p> <p>95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026</p>																				
<p>Why is this important</p> <p>“Official statistics show that looked after children do far less well at school and when they leave school than other children from similar backgrounds. We say this is a simply unacceptable situation. Our key goal is to play a big part in narrowing the educational attainment gap for all looked after children.</p> <p>We believe in building on the rich capacities, skills and aspirations of all looked after children. We work with teachers, carers and other professionals to ensure that every child receives the high quality and well-rounded education they deserve.” CELCIS website.</p> <div data-bbox="379 1308 1220 1937" data-label="Figure"> <p>Education outcomes for looked after children have improved.</p> <p>However, there are still large gaps compared with all pupils.</p> <table border="1"> <thead> <tr> <th>Metric</th> <th>Looked After Children</th> <th>2009/10</th> <th>All Pupils 2016/17</th> </tr> </thead> <tbody> <tr> <td>Leaver Attainment (1 or more SCQF level 5)</td> <td>44%</td> <td>15%</td> <td>86%</td> </tr> <tr> <td>Leaver Destinations (positive follow up)</td> <td>76%</td> <td>40%</td> <td>93%</td> </tr> <tr> <td>Attendance</td> <td>91%</td> <td>88%</td> <td>93%</td> </tr> <tr> <td>Exclusions per 1,000 children</td> <td>169</td> <td>360</td> <td>27</td> </tr> </tbody> </table> </div> <p>Source: Education outcomes for looked after children: 2016 to 2017. Scottish Government.</p>	Metric	Looked After Children	2009/10	All Pupils 2016/17	Leaver Attainment (1 or more SCQF level 5)	44%	15%	86%	Leaver Destinations (positive follow up)	76%	40%	93%	Attendance	91%	88%	93%	Exclusions per 1,000 children	169	360	27
Metric	Looked After Children	2009/10	All Pupils 2016/17																	
Leaver Attainment (1 or more SCQF level 5)	44%	15%	86%																	
Leaver Destinations (positive follow up)	76%	40%	93%																	
Attendance	91%	88%	93%																	
Exclusions per 1,000 children	169	360	27																	

The vision for the Local Authority as outlined in the recently refreshed Local Outcome Improvement Plan (LOIP) is that by 2026, Aberdeen City will be a place where all people can prosper, regardless of their background or circumstances. This reflects the desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect. To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fulfilling life.

The refreshed LOIP brings a sharpened focus on outcomes for those we have Corporate Parent responsibilities for and as an Education Service our newly established vision is to develop strong partnerships that will ensure that Aberdeen is a high achieving City of Learning which:

- Offers nurturing, relevant learning opportunities for all
- Strengthens the resilience of all
- Celebrates aspiration, ambition and innovation with all

As Corporate Parents, we must realise this vision and ensure equity of outcomes for all children and young people looked after by Aberdeen City Council.

The aim is an overarching strategic aim. How each school in Aberdeen deliver this will be dependent on their context and the particular needs of those children and young people within their school. However, each school will be expected to deliver on the changes identified within the project.

Measures:

Outcome measures

- % of looked after young people in positive destinations
- Comparative data over time will evidence sustainability
- % achievement in Curriculum for Excellence Levels for reading for Looked After children (data is collected at agreed points throughout the year. Each school provides this information)
- % school attendance of Looked After children and young people (reported on monthly and collated by the Virtual School head teacher – live data used)

Process measures

- Number of Looked After Children considered for / involved in an enhanced transition P6 / P7 (to monitor impact of new ASN Transition Guidance).

Balancing measures

- % of looked after young people in unemployment or unknown destination
- Number of exclusion incidents for looked after children and young people (reported on monthly and collated by the Virtual School Head teacher – live data used)
- Number of Looked After children and young people attending school on a part time basis (reported on monthly and collated by the virtual school head teacher – live data used)

Change ideas

- Emerging Literacy Programme – students from Aberdeen University supporting children with the programme in Primary 1-3 schools
- MCR Pathways – structured mentoring programme in Secondary schools from S1 through to leaving (commissioned service) Testing will start on 6 identified secondary
- Improving Attendance by monitoring and tracking attainment & exclusions in all schools (Aberdeen City; out of Authority & Residential schools) for all individual looked after children. Providing indicators to support early intervention.
- Early Action System – target & support winter leavers to head into more sustainable positive destinations
- Publish Transitions guidance

Potential risks and/or barriers to success & actions to address these

- Ongoing difficulties with Teaching staff resources – current recruitment drive targeting potential teaching staff from other countries
- Curriculum Offer – Work stream of Developing Young Workforce, Quality Improvement Manager to address this
- Knowledge & skill set of teaching and support staff – learning offer from Osiris to provide high quality professional learning. General Teaching Council have agreed to support the development of coaching and mentoring skills

Project Team:

- Larissa Gordon, Virtual Head Teacher, ACC
- Rosie Hardwick, Business Intelligence, ACC
- Primary Head Teachers (1)
- Secondary Head Teachers (1)
- Peter Melrose, Who Cares Scotland
- Carol Sneddon, Opportunities for All Manager, ACC
- Aisling Campion, Educational Psychologist
- Katie MacPhee, Depute Principal, Educational Psychologist
- Children's Social Worker
- Consultant Social Worker
- Craig Singer, Development Manager
- Kelly Hickman, Improvement Adviser, ACC
- Linda Gray, LAC Nurse NHS
- Carron McKellor, Police
- Maggie Hepburn, ACVO

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	<ul style="list-style-type: none"> • Project team established • Initial baseline data established • Draft charter developed • Charter submitted to CPA Board 	<p>Complete</p> <p>September 2019</p> <p>Complete</p> <p>July 2019</p>
Designing and Testing Changes (Project Score 4-7)	<ul style="list-style-type: none"> • PDSA carried out with St Machar Academy • Schools identified to be included in the project • Project plan shared with Head Teachers • Test Changes using PDSA with Hazelhead Academy / Northfield Academy / Lochside Academy / Dyce Academy / Harlaw Academy • Evaluate overall achievement to date and plan further PDSAa or move to implementation in all academies 	<p>Completed by September 2019</p> <p>Complete</p> <p>June 2019</p> <p>Started October 2019</p> <p>August 2021</p>
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	<ul style="list-style-type: none"> • Agree change ideas tested which are proven to work that we will seek to embed permanently • Continue to gather data • Assess whether improvement levels are sustained 	<p>August 2021</p> <p>August 2021</p> <p>August 2022</p>
Spreading Changes (Project Score 9-10)	Assess opportunities for spreading change to Primary sector	August 2022

5.2 Kinship and Foster Care

Improvement Project Title: Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity
Executive Sponsor: Rob Polkinghorne (ICS Board Chair)
Project Lead: Isabel McDonnell
Aim statement: Increase in the number of inhouse foster and kinship placements by 2021
Link to Local Outcome Improvement Plan: Stretch Outcome 5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026
Why is this important: Through implementation of the national Permanence and Care Excellence Programme (PACE), we identified that children experience significant drift and delay where they have an approved permanence plan for kinship. Scrutiny of our permanence data highlighted the main area of drift was around the timely completion of kinship assessments. A Kinship Improvement Group was formed and identified that the barriers for timely completion of assessments were around:- <ol style="list-style-type: none">1.The capacity of the Alternative Family Care Service to undertake the assessments of all alternative family care provisions (Adopters/Foster Carers/Kinship Carers);2.The capacity of the Alternative Family Care Service to provide support and deliver training to all alternative care provisions (Adopters/Foster Carers/Kinship Carers);3.An assessment framework that was not fit for purpose; The group also identified that:- <ol style="list-style-type: none">4.We did not have clear picture of our entire kinship population;5.Children continued to experience foster placements prior to being placed with kin;6.A lack of a clear and imbedded process to support staff's understanding of kinship; the types of kinship placements; our statutory financial obligations to kinship cares; confidence to support kinship carers to apply for a legal order Children who grow up within their families have an increased sense of identity and security where they are supported to achieve in all aspects of their wellbeing. Being placed within their family reduces the impact of being away from their community network and research tells us these losses impact on mental and physically health and wellbeing. Children being placed with kin at an early stage, minimises the need for unnecessary foster placements which research tells us is not in the best interests of the child. Foster placements are often out sourced at a significant cost to the local authority.

Measures:**Outcome measures**

- Number of Kinship carers
- % of looked after and accommodated population placed with Kin
- Number and % of kinship placements secured by a legal order

Process measures

- Number of Stage 1 (pre-placement) Assessments undertaken
- Number of children placed with Kin after Stage 1 Assessment outcome
- Number of referrals to Kinship Team for Stage 2 Assessment

Balancing measures

- Number of kinship placement breakdowns
- Number of pre-placement kinship assessments where child was not placed
- Increase in costs associated with kinship placements

Change ideas

The Alternative Family Care Service have published their Kinship Care Improvement Plan for 2018-2019.

The overarching changes identified to support an increase in children being placed with kin are:-

- The establishment of a Kinship Care Team (the remit of the Team and the resource this will provide to assess and support kinship carers);
- Transformation of Kinship Assessment Process (to support staff with the change of culture around kinship where we seek to support kinship carers to apply for legal orders to secure kinship placements at a much earlier stage);
- Redesign of Kinship Assessment Framework (to give cognisance of current legislation; that it is proportionate to the needs of the child and the placement; that it is inclusive of the carer and supports and sustains their strengths and minimise their vulnerabilities);
- Programme of engagement and participation of kinship carers; some examples being; information evenings; training of prospective carers and service planning.
- Formation of a Permanence Monitoring Group (to monitor and identify where children experience drift and delay; to provide operational support to experiencing barriers to achieving timely outcomes for children)

Potential risks and/or barriers to success & actions to address these:

- Capacity of social work teams and kinship care team to respond to an increase in demand
- Overly complicated processes and systems that prohibit, on occasions, a timely response to inhouse referrals
- Financial constraints on our statutory obligations to kinship carers
- Access to appropriate housing for potential kinship carers

Project Team:

- Isabel McDonnell, Project Lead (Children’s Service Manager)
- Laura Gray, Kinship Team Leader
- Tam Walker, Children’s Services Manager
- Family & Community Support worker (tbc)
- Kinship Carer (tbc by Laura Gray)
- LC, Kinship Care Experienced adult
- Neil Carnegie, Communities and Housing Area Manager
- Kelly Hickman, Improvement Adviser

Outline Project Plan		
Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	<ul style="list-style-type: none"> • Project team established • Initial baseline established • Draft charter developed • Charter submitted to CPA Board 	Complete Complete Complete July 2019
Designing and Testing Changes (Project Score 4-7)	<ul style="list-style-type: none"> • Design changes for initial testing • Test changes using PDSA – Kinship Assessment • Test further change ideas • Evaluate overall achievement to date and plan further PDSAs or move to implementation 	Jul 2019 Ongoing August 2019 onwards Sep 2019
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	<ul style="list-style-type: none"> • Agree change ideas tested which are proven to work that we will seek to embed permanently • Continue to gather data • Assess whether improvement levels are sustained 	Nov 2019 Ongoing Jan 2020
Spreading Changes (Project Score 9-10)	<ul style="list-style-type: none"> • Assess opportunities for spreading change as we are currently testing whole system/whole local population 	Jan 2020

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6.1. School Transitions

Improvement Project Title: Supporting Effective Transition from P7 to S1
Executive Sponsor: Rob Polkinghorne (ICS Board Chair)
Project Lead: Gael Ross (Quality Improvement Manager – Leadership of Change)
Aim statement: Increase the number of children who effectively transition from primary to secondary school by 2021
Link to Local Outcome Improvement Plan: Stretch Outcome 6.1 Improving pathways to education, employment and training for identified groups (including care experienced young people and those with additional support needs).
Why is this important: The point at which a child moves from primary 7 through to their first year of secondary school is a crucial transition for their educational development. Moving from a smaller school, where they have shared the same class mates for many years and being taught by one teacher each year, through to a much larger school with numerous teachers class rooms and peers can be quite a difficult experience, particularly for more vulnerable young people. It has been shown that where young people do not effectively transition through this process it can have a significant impact on their behaviour, attendance and ultimately their educational outcomes As such, in order to ensure a positive experience of this transition it is crucial that at every stage of the process: <ul style="list-style-type: none">• Every child and young person should be supported and have a positive experience• Information about each child’s learning and achievements should be passed on to make sure that every child’s broad general education and senior phase continues uninterrupted at the correct level and at the appropriate pace for them.• Parents should have the opportunity to speak with staff involved to ensure that staff understand any concerns or circumstances that might affect the child or young persons progress• Parents should receive information about their son/daughter’s progress and the curriculum, at parents’ nights and through reports, newsletters and information leaflets from the school. Addressing this stretch outcome will ensure: <ul style="list-style-type: none">• Consistency in delivering positive transition programmes from Primary to Secondary school, which will increase the number of young people who have an effective transition experience.• There is clear multiagency guidance to support the transition of young people from P7 to S1 with clarity of minimum expectations, therefore impacts on consistency of experience and engagement of pupils.• All young people within Aberdeen City will have a similar and appropriate transition experience involving a multiagency approach to support the whole child and individual

families.

- Positive transition planning will help children and young people to develop confidence and acquire skills to manage future change in their lives.
- Children who are not always keen to discuss their learning with others, will be supported to be open and discuss any concerns, playing an important part in enabling them to find the best path and move successfully to the next stage.

Measures:

Outcome measures

- Pupil feedback related to transition experience will be positive
- Parental feedback related to the transition experience
- Consistent experiences of transition will be visible and based on minimum expectations

Process measures

- Number of young people experiencing a consistent programme of transition
- Number of schools using guidance to support transition programmes

Balancing measures

- Increased pupil and parental engagement in secondary school

Change ideas

Initial test of change will be targeted at S1 Pupils at Aberdeen Grammar and Primary 7 children from Skene Square.

- Activities which provide regular contact with key members of staff e.g team teaching, coffee mornings, Secondary staff invited to primary events, ASG transition PSA.
- Regular visits to ASG school whether in person or virtually.
- Coffee morning in each secondary to include link partners e.g. CLD, Police Scotland, Social Work, SHMU, Health etc
- Pupils to complete wellbeing wheel and School nurse to meet 1:1 with each pupil and discuss.
- Shared experiences from secondary pupils, held in the primary school as a safe place to ask questions.
- Leaflet for learners and parents about the key things to know about how to support your child through transition - agreed authority format?

- Early agreement of timetabled opportunities to visit local secondary school throughout the year on at least 6 occasions prior to transition week
- Sharing positive learning though with P7 pupils e.g. attending concerts led by secondary, use of social media in the classroom to see what is happening in Secondary schools once a week/fortnight? (5 minute check in)
- Multiagency review meeting within P7 to include, where possible a transition teacher / SLT from Secondary context.
- Review and amend the SEEMIS information tab to make it more effective.
- All relevant information about children recorded in SEEMIS and available from June

Potential risks and/or barriers to success & actions to address these:

- Capacity to deliver minimum expectations e.g. staffing

Project Team:

- Gael Ross – Quality Improvement Manager – Leadership of Change
- Ryan Robertson – DHT (Aberdeen Grammar School - ASG)
- Natalie O’Young – (School Nurse) (AGS – ASG)
- Vivienne Innes – HT (Skene Square Primary, AGS-ASG)
- Amanda Richardson – Early Intervention Worker (Police Scotland)
- Wilma Wallis – Transition Teacher (Northfield Academy) / EIS Rep.
- Hazel Lynch – TASSCC
- Reyna Stewart - (TBC) - for support with data analysis

Outline Project Plan - Set out your initial plan about the timeline for your project. (This should be reviewed regularly)

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	What initial activities are required to get started? <ol style="list-style-type: none"> 1. Forming the improvement team 2. Developing the project charter 3. Gathering and analysing baseline data 4. understanding the current system 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. June 19 4. Complete
Designing and Testing Changes (Project Score 4-7)	What activities are required to start testing changes? <ol style="list-style-type: none"> 1. Engagement with customers & colleagues; 2. Identifying the people, place to start testing 	<ol style="list-style-type: none"> 1. Ongoing 2. Complete

	<ol style="list-style-type: none"> 3. Identifying changes and prioritising 4. Reviewing data and amending plan as appropriate 5. Develop agreed multiagency approach and implement 	<ol style="list-style-type: none"> 3. June 19 4. June 19 5. August 20- July 21
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	<p>What actions would be required to implement and sustain the changes that have resulted in improvement?</p> <ol style="list-style-type: none"> 1. Multiagency Policy and Guidance 	<ol style="list-style-type: none"> 1. July 21
Spreading Changes (Project Score 9-10)	<p>What actions are required to reach the full scale of the project?</p> <ol style="list-style-type: none"> 1. Consultation with HTs 2. Launch and implementation of new Policy & Guidance 3. Review of guidance 	<ol style="list-style-type: none"> 1. Ongoing until July 21 2. August 21 3. April 22

6.2 Sustained Positive Destinations in Quintiles 1,2,3

Improvement Project Title: Increasing Positive Destinations in Priority Localities
Executive Sponsor: Rob Polkinghorne (ICS Board Chair)
Project Lead: James Simpson (Community Planning Performance and Strategy Development Officer)
Aim statement: Increase the number of young people living in Quintiles 1,2 and 3 engaged in a family approach, who achieve a sustained positive destination 90% 2022 <i>Baseline: 83.5%</i>
Link to Local Outcome Improvement Plan: This project aligns with Stretch Outcome 6: <i>95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026;</i> Driver 6.2: Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school
Why is this important Aberdeen has been below the Scottish average in gaining positive destinations (for their school leavers for several years. This year sustained destinations are at 92.5% (for the 16/17 leaver cohort). In this context the majority of young people most likely not to end up in a positive destination are those young people in our most deprived communities. Our data shows that only 83.5% of our young people in those communities gained a positive destination at the time of the last School Leaver Destination Report. One of the leading factors in this is attendance in school, frequently children and you people who do not go on to a positive destination have been found to have very low attendance rates in school. Not only does this impact of their ability to learn and gain qualifications, it can also means that they lack the resilience to remain in college on leaving school which has significantly less structure It has also been shown that a key factor in continued unemployment in communities is generational unemployment. Many families in these areas do not have an immediate or significant family member that is in employment. Lack of a significant role model in this area can mean that young people do not find the support they need to stick with school. In summary, young people in our deprived communities, who suffer from low attendance rates in school and/or lack significant role models in their family or community with regard to

employment are significantly more likely to become and remain unemployed in later life and this makes them a key group to attempt to impact upon in order to significantly increase positive destinations over the next 10 years.

This project will focus on one of our schools in our most deprived community namely Northfield which has the lowest proportion of positive destinations among young people.

In real terms this is a relatively low number of children (approximately 25) but the impact of increasing the positive destinations among this group could have a significant impact on the school's positive destination results as well as the wider city.

As such this project will provide additional resource from SDS to the school for family support to those young people who are most likely to leave school without a positive destination. Namely those young people in S3/S4 who's attendance drops below 70 % and to test what interventions and supports can be put in place across that two year period in the first instance to increase attendance; secondly to support their family; and thirdly, ultimately to see those young people enter a positive destination.

Measures: (How will we know if a change is an improvement?)

Outcome

- Increased attendance among the young people involved
- Number of young people involved progressing onto a positive destination
- Number of families being provided with support gaining employment status

Process

- Decrease in time taken between young person attendance dropping below the threshold and mitigating actions being put in place
- Increase in attendance at career support sessions
- Increased satisfaction from staff re process (survey)

Change ideas

- Establish or change existing attendance trigger protocols (i.e. the procedure that teacher will follow for those young people with low attendance with regard to career ready intervention)
- Improve the consistency of actions regarding attendance trigger to community liaison officer (person responsible for intervening with those young people not attending)
- Establish/test standardised protocols mandating the actions that should be taken by staff (e.g. Guidance teachers; career advisors; community liaisons)
- Face to Face parent appointments to discuss the child's progress
- Joint career sessions for both parent and child
- Test the use of Activity Agreements as an alternative to attendance

Potential risks and/or barriers to success & actions to address these

- Buy in from school staff – work with senior sponsors to gain access and support
- Capacity to deliver – SDS willing to provide additional resource to support the development of the work

Project Team:		
<ul style="list-style-type: none"> • Eleanor Sheppard (Aberdeen City Council Chief Education Officer) [Sponsor] • Nicola Graham (Skills Development Scotland) [Finance/capacity] • Willie Kenyan (Skills Development Scotland) [Subject matter expert/process owner] • Barry McNally (Skills Development Scotland) [process owner] • SDS Careers advisor (to be named) • Northfield Head Teacher [Subject Matter Expert/Process Owner] • Attendance/ Community Liaison [Process Owner] • Guidance teachers [process owners] • Martin Smith (Aberdeen City Council) 		
Outline Project Plan		
Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	<p>What initial activities are required to get started?</p> <p>Initial Discussions with SDS and the School, have taken place and all parties are agreed in principal to the project</p> <p>Though an natal team meeting is still to be taken forward to establish specific roles</p>	April 2019 – completed.
Designing and Testing Changes (Project Score 4-7)	<p>Design tests over summer recess</p> <p>Start and complete testing with Northfield:</p> <ul style="list-style-type: none"> • Existing attendance trigger protocols • Workshop and test protocols • Establish what actions will be taken when triggers ae flagged up to SDS. • Of the children currently categories as significantly low attendance rates (70% or below) seek several families that would be willing to take part in the initial test. • Recruit some young people to provide feedback (possibly even some who have since left school to survey what would have helped them) 	<p>Sep 2019</p> <p>Dec 2019</p>
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	Initial findings inform further testing/ implementing across other localities	June 20
Spreading Changes	Expand to more pupils, either across three	September

(Project Score 9-10)	secondary schools or cover more pupils within the same school	2020
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6.3 Foundation Apprenticeships

Improvement Project Title: Increase uptake of Foundation Apprenticeships
Executive Sponsor: Rob Polkinghorne (ICS Board Chair)
Project Lead: Nicola Graham (SDS Area Manager)
Aim statement: Increase the number of young people taking up foundation apprenticeships to 142 (each year) by 2021
Link to Local Outcome Improvement Plan: Stretch Outcome 6: 95% of children living in our priority localities will sustain a positive destination upon leaving school
Why is this Important: The Regional Economic Strategy provides a long-term plan for the economic development of the North East to 2035. The Strategy outlines key sectors for the region, including: Oil and Gas; Food, Drink and primary industries; Tourism and Life Sciences. Foundation Apprenticeship (FAs) subjects are offered in sectors that offer growth potential and reflect priorities in the Regional Economic Strategy. They also offer pupils a different type of learning by blending school, workplace and college learning, enabling pupils to contribute to real-life projects in the workplace. It broadens out the curriculum offering. This gives each learner more choice to create and personalise their journey into the world of work. The goal of 142 has been set as it is Aberdeen's population share of the Scottish Government's ambition for 5000 Foundation Apprenticeships by 2019/2 Data shows variable uptake across City schools with not all pupils having the opportunity to take up a FA. The uptake of FAs is low compared to the target. Different interventions have been tried. For example, a presentation session to 260 parents in one school was well received but has yielded minimum uptake (1 FA). A new model of a one year FA programme has been introduced this year. It is not clear yet what has led to a vast increase in applications this year (currently sitting at 114) and further analysis will need to be done. Regardless, analysis of 2019 applicants per school demonstrates that there is still inconsistency in uptake – ranging from schools with 1 FA applicant to those with 21 applicants. Addressing this stretch outcome will ensure:

- All pupils are able to make well-informed choices about Foundation Apprenticeship subjects
- Pupils who are sitting 1-2 Highers become more confident that a FA could be the right qualification to accompany their highers (it is pupils with 4-5 highers who are mainly choosing FAs).
- FAs provide an opportunity to increase attainment for individuals who could benefit from this learning
- Creation of a pathway journey from work placement to FA to next steps (MA, FE, HE) in a growth economic sector area
- Parents/carers and teachers have greater awareness levels and confidence in FAs.

Measures:

Outcome measures:

Numbers are based on cohorts – each cohort is a new set of pupils and is not cumulative.

- Number of young people starting a Foundation Apprenticeship
Baseline for Numbers of starts FAs (school pupils registered with a FA on 30th Sept):
 - Cohort 1 (2016 – 2018) – Aberdeen City and Aberdeenshire region – 21
 - Cohort 2 (2017 – 2019) – Aberdeen – 31
 - Cohort 3 (2018 – 2020) – Aberdeen – 24
- Number of young people completing a Foundation Apprenticeship
Baseline cohort 2 (2017 – 2019) early leavers 48.4% (in line with national) – feedback has led to a new one year FA model available for all frameworks except Civil Engineering and Engineering from 2019)
- % of young people with a FA who have moved into a sustained positive destination (as measured by School Leaver Follow-up (April snapshot) (10 months on from leaving school).
- Number of schools participating in FAs:
 - Cohort 1 (2016 – 2018) 16.7% of schools in the City with at least one school pupil registered as a FA start
 - Cohort 2 (2017 – 2019) 83.3% of schools in the City with at least one school pupil registered as a FA start
 - Cohort 3 (2018 – 2020) 75% of schools in the City with at least one school pupils registered as a FA start

Process measures

- Number of FAs subjects taken up by pupils
- Feedback from pupils, teachers and parents
 - Number of S4 pupils reporting that they are now more likely to choose a FA after a group information activity
 - Number of S2 pupils reporting that they are more likely to choose a FA after a group information activity
 - Number of guidance/pastoral teachers reporting greater understanding of FAs
 - Number of parents report greater understanding of FAs

Change ideas

- Test out the effectiveness of different awareness raising including engagements with pupils, guidance teachers:
 - Teachers
 - Information session to target guidance teachers – identify two test schools to pilot this
 - FA subject information condensed into content that schools can use in their literature and be part of subject choice column choices
 - Learners
 - Target S4 pupils with information sessions
 - identify two test schools to pilot one that is interactive and one PSE size that is information based and assembly size;
 - within this evaluate which
 - Target a year group of S3 pupils in one school with an information/activity session, deliver again in S4 and track through into Senior phase choices
 - Parents/Carers
 - Information session to target parents/carers. Pilot materials in Bridge of Don Academy and in Northfield community to see if an event outwith school impacts on parent/carer attendance.
- Use case studies with local pupils/parents/carers and employers to see if this affects take-up of FAs
- Develop evaluation processes to capture feedback and distance travelled (learners and influencers).
- Test how work experience can be linked directly to FAs to support a group of 10 young people from S4 or S5 move into their FA subject in S5 or S6

Potential risks and/or barriers to success & actions to address these

- Courses can be offered but might not gain enough numbers to run.
- Action: significant investment in marketing FAs over 2018-19 should address this; building a library of local case studies, in addition to word of mouth, will also help to address this.
- Perceptions of FAs as a “new” qualification, not fully tested, may still exist and inhibit uptake – across a range of stakeholders
- Action: Promotion of articulation frameworks should address this concern
- Creating delivery models that fit the needs of schools and pupils whilst being cost and time effective
- Action: Ongoing engagement with Schools to understand their needs will inform delivery models; engagement with pupil and parent focus groups to understand perceptions towards FAs
- Gender segregation in FAs
- Action: complete an equalities impact assessment to identify risk in more detail; ensure equalities is a central message in all marketing activity

Project Team:

- Mary Holland - DYW NE
- Lynn Brown - NESCOL
- Jill Cruickshank – Bridge of Don Academy
- Nicola Graham – Skills Development Scotland

Outline Project Plan - Set out your initial plan about the timeline for your project. (This should be reviewed regularly)

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	<p>What initial activities are required to get started?</p> <ol style="list-style-type: none"> 1. Forming the improvement team 2. Developing the project charter 3. Gathering and analysing baseline data 4. Understand the current system by: <ul style="list-style-type: none"> - creating focus groups with young people - developing group information and case study resources 	<ol style="list-style-type: none"> 1. July 2019 (team members to be added) 2. Complete 3. July 2019 4. August 2019
Designing and Testing Changes (Project Score 4-7)	<p>What activities are required to start testing changes?</p> <ol style="list-style-type: none"> 1. Map the current FA journey to identify gaps 2. Prioritise the change ideas and where to test changes (schools, cohorts of pupils, 	<p>When do you expect to complete this stage?</p> <ol style="list-style-type: none"> 1. July 2019 2. August 2019 3. September 2019 4. August 2019 – January 2020

	<p>work placements)</p> <ol style="list-style-type: none"> 3. Engagement with HT colleagues 4. Gather feedback from focus groups and evaluation processes that will inform the plan to roll out for subject choice in Feb 2020 	
<p>Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)</p>	<p>What actions would be required to implement and sustain the changes that have resulted in improvement?</p> <ol style="list-style-type: none"> 1. Best practice guidelines developed <ul style="list-style-type: none"> - Develop the focus group - Create case study - Create resources for pupil and influencer briefings - Engagement with Secondary School colleagues - Creation of case studies and marketing materials that can be used to support subject choices/pathway planning 2. Strategic and operational connection between this group and the Regional FA delivery group 	<p>August 2020</p> <p>August 2020</p>
<p>Spreading Changes (Project Score 9-10)</p>	<p>What actions are required to reach the full scale of the project? (Engagement of other teams/colleagues; other locations?)</p> <ol style="list-style-type: none"> 1. Consultation with Schools and delivery model/s in place 2. Employer engagement to ensure sufficient supply of work placements – this is critical to upscaling of FA numbers 	<p>When do you expect to complete this stage?</p> <p>September 2020</p>

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10.4 Specialist substance misuse services

Improvement Project Title: Specialist substance misuse services
Executive Sponsor (Chair of Outcome Improvement Group or Locality Partnership): Derek McGowan Chair of Community Justice Group
Project Lead: Simon Rayner, Alcohol and Drugs Partnership Lead
Aim statement Increase the uptake and retention of people in the Justice System with drug and alcohol related problems in specialist substance use services by 100% by 2021
Link to Local Outcome Improvement Plan: Stretch Outcome 10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026 <ul style="list-style-type: none"> • 10.2 Ensuring people on community sentences and liberated from prison have better access to services <p>This project also contributes to Stretch Outcome 12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026</p> <ul style="list-style-type: none"> • 12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol
Why is this important The Scottish Government in 2018 published Rights, Recovery and Respect – the national drug and alcohol strategy. This sets out the link between drugs/alcohol and the justice system: <ul style="list-style-type: none"> • People with alcohol and drug problems often interact with the criminal justice system, each stage presents an opportunity to engage and support this vulnerable group but we must also look at alternatives and diversions. • In 2017 the Scottish Government established the Health and Justice Collaboration Improvement Board, to improving collaborative working, reducing health inequalities and reducing the risk of offending. • Diverting those with problematic alcohol and drug use away from the justice system and into treatment support, and other interventions that reduce harm and preserve life, is essential. This approach needs to run through how the police lead the work to control the supply of drugs, sentencing, the provision of treatment and support in prison setting, as well as supporting continuity of care on release. <p>This indicates that there is a high correlation between drug and alcohol use and offending behaviour. Evidence also suggests specialist treatment for drug and alcohol issues can greatly reduce offending behaviour. The evidence base for coerced treatment is equivocal. On this basis three strategic objectives are proposed:</p> <ol style="list-style-type: none"> 1) Ensure that those in community based drug / alcohol treatment are supported to reduce offending behaviour 2) Ensure that when those in community based drug / alcohol treatment enter and leave the community justice system that their treatment programme is continued 3) Ensure those entering the community justice system who are not currently in community based treatment for drug / alcohol issues are afforded opportunities to engage

The interface between the justice system and specialist drug and alcohol services is extremely complex with a number of delivery points and transitions of care, as illustrated below:

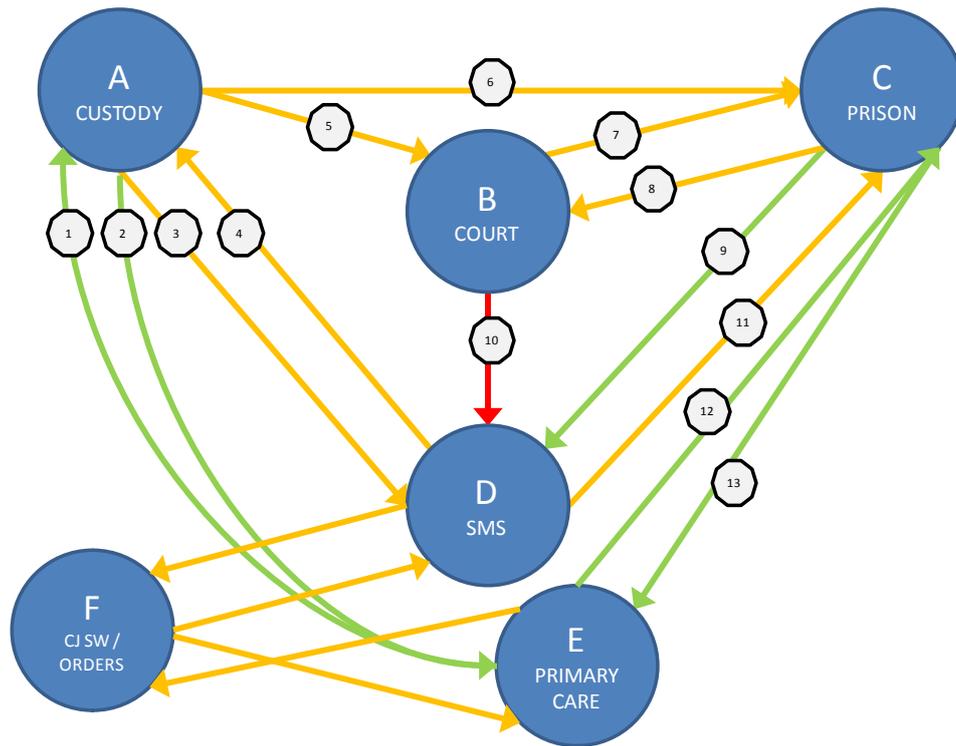


Figure 1

As an example the number of people admitted to HMP Grampian who are assessed as having a drug / alcohol problem but not currently engaged in treatment is set out below in Figure 1:

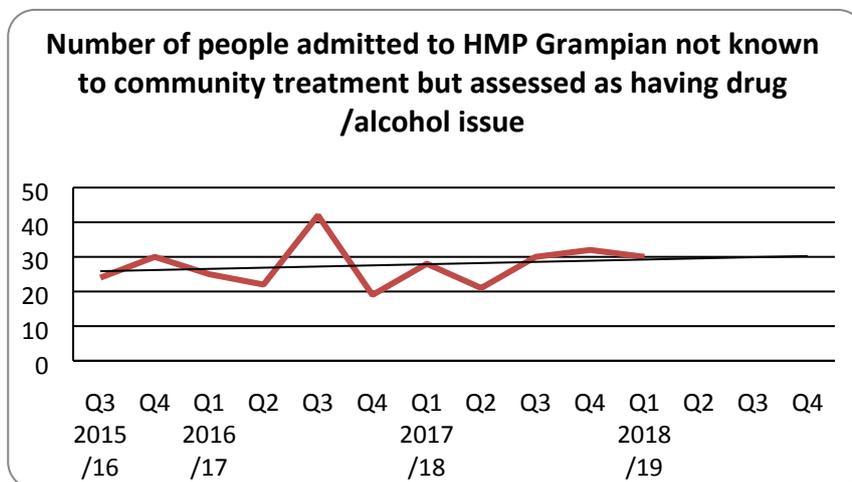


Figure 2

There are potential indirect cost savings:

- Resources are appropriately targeted
- Reduced waste / failure demand
- Improved uptake of resource
- Improved continuity of care results in reduced missed appointments, restarting treatment etc
- Longer term more people engaged in treatment at earlier stage can contribute to reduction in offending behaviour

Based on Figure 1 and discussion with the project group the priority areas for improvement are illustrated in the driver diagram (Appendix 1) as:

- 1.1.1 Enhance opportunities for support for those in prison custody
- 2.1.1 Improve coordination of care for people liberated from court
- 3.1.1 Improved co-ordination of care Custody nursing / Link working at police custody
- 4.1.1 Improved joint working for those on community orders

Measures: (How will we know if a change is an improvement?)

Outcome measures

- No. of people who take up drug / alcohol treatment whilst in the justice system
- No. of people (who are in community drug / alcohol treatment at the point of entering the justice system) that continue their drug / alcohol treatment whilst in the justice system
- No. of people who are receiving drug / alcohol treatment whilst in the justice system who continue community based drug / alcohol treatment within 7 days of being liberated from the justice system
- No. of people retained in community based drug treatment for at least 12 months after liberation from custody

Process measures

1.1.1 Enhance opportunities for support for those in prison custody

- No. of people engaging with Prison Recovery Café
- No. of people engaging in SMART recovery groups
- No of reasons people cite for engaging in treatment eg posters, TV etc
- % of people with pre-lib check sheet completed by staff
- No. of people attending weekly sessions with substance misuse community mental health nurse in prison
- % of individuals receiving personal support from a mentor
- % of key staff trained in trauma

2.1.1 Improve Case Management on Liberation from Court:

(Process C, B, D)

- No. of people referred to Timmermarket by court worker
- % of people engaging with Timmermarket as a result of referral by court worker
- % of people liberated from court with planned appointment
- % of people liberated from court with planned appointment who attend appointment
- % of incidents where the transfer of clinical information is problematic
- No. of staff reports indicating a breakdown in the transition of care between community and justice system
- % of people taken to Timmermarket appointment by pre-disposal team

3.1.1 Improved co-ordination of care Custody nursing / Link working at police custody

(See diagram A, C, E, D, F)

- % of people present at Kittybrewster seen by Primary Care Link Worker

4.1.1 Improved joint working for those on community orders

- No. of breached community orders
- No. of people engaging with Substance misuse worker at CJSW Service

Balancing measures

- DATIX reports / staff concerns regarding breakdown in care don't increase

Change ideas

1.1.1 Enhance opportunities for support for those in prison custody

- Peer support and peer mentoring opportunities e.g. Prison Recovery Café, SMART recovery Groups within Prison.
- Undertake awareness raising activities to promote treatment opportunities such as positive stories on Prison TV/Radio about recovery,
- Personal support / mentor for individuals
- Staff training/ awareness raising that majority of offenders will have background of trauma / attachment issues that may make them avoidant or have difficulties with professionals / authority

2.1.1 Improve Case Management on Liberation from Court:

(Process C, B, D)

- Worker based at Court to improve service uptake of people who don't receive statutory through care support
- Awareness raising process within Prison so people know what support is available before they leave prison custody
- Offer multi-agency appointments in a community / service setting
- Community Mental Health Nurse from Timmermarket providing weekly session at HMP – could meet those due to be liberated that week
- Pre-lib checks for all – sheet with all aspects of support needed and what they have in place
- Role of solicitors in providing information to clients
- Planned appointments at Timmermarket substance misuse service based on individual advising of likely liberation timescale rather than waiting for court lists
- Pre-disposal team pick people up and take to Timmermarket / Link people
- Case conference approach – weekly multi-disciplinary team video conference between HMP and Community
- Named lead professional (1 professional sticks with individual through the system) and involvement of families, chaplain etc. Regular joint appointments with multiple services.
- Post sentence interviews undertaken by SW, who, with client's permission, email SMS to advise that client has been returned to custody
- If remanded in custody, SW report writers ask client permission to contact Timmermarket and set up appt for potential release, passes this information to Court SW

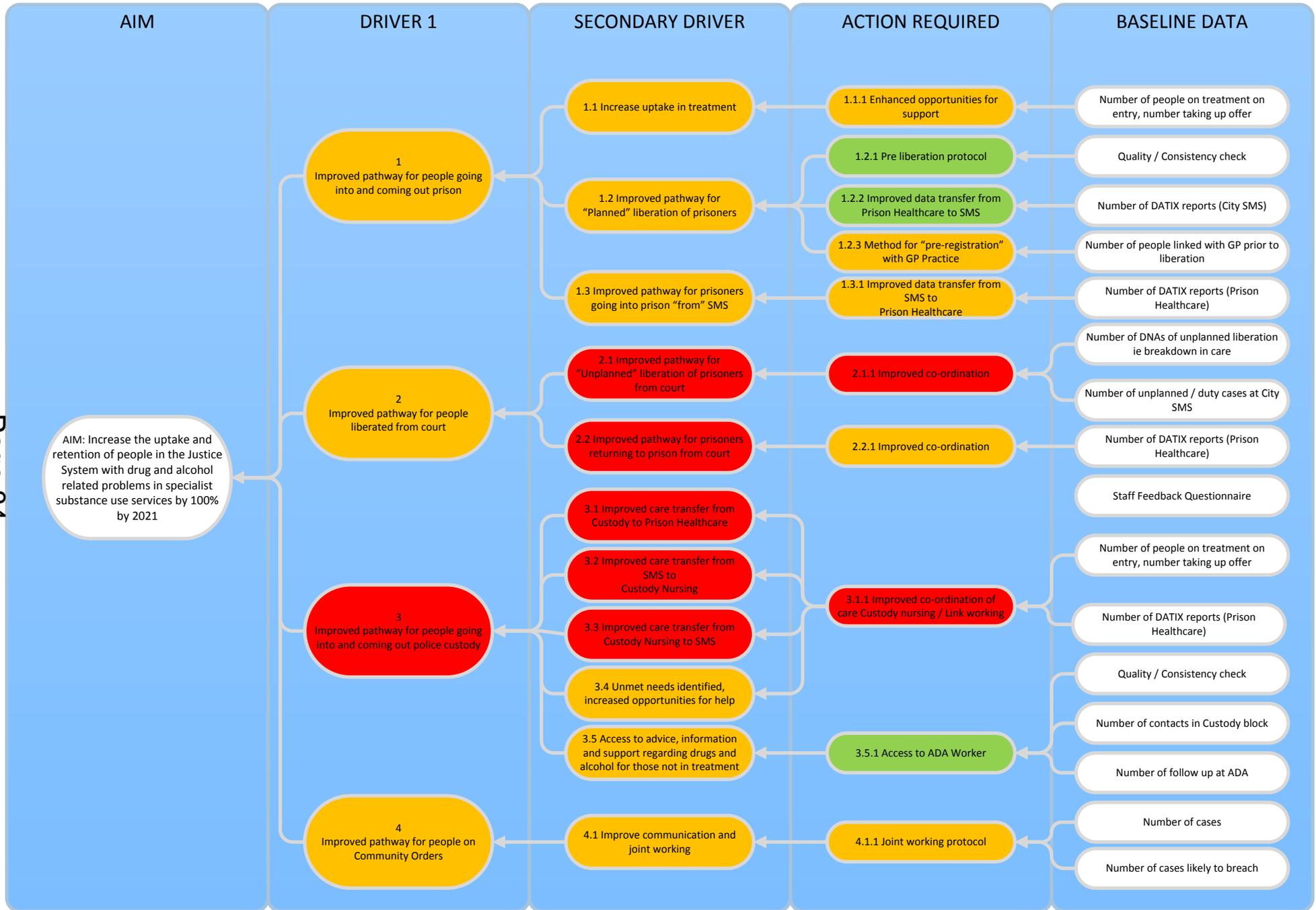
3.1.1 Improved co-ordination of care Custody nursing / Link working at police custody

- Employ a Primary Care Link Worker to better understand the unmet needs of people entering the Justice System.
- Improve uptake and utilisation of ADA support worker for people not currently engaged in treatment
- Improve procedure for access to prescribing information from time in custody for Timmermarket. ADA STRA / Vision link to prison and Timmermarket.

4.1.1 Improved joint working for those on community orders

(See diagram A, C, E, D, F)

- Substance Misuse worker based in Criminal Justice Social Work Service
- Criminal Justice Social Work based in Substance Misuse Service
- Joint working protocol
- Mechanism to trigger support for individuals at risk of breaching community payback orders based on agreed criteria – e.g. top 25%?



10.3 Cuckooing

Improvement Project Title: Multi-Agency Cuckooing Response			
Executive Sponsor (Chair of Outcome Improvement Group or Locality Partnership): Chair of Community Justice Group			
Project Lead: DI Fionnuala McPhail, Police Scotland			
Aim statement Increase to 30% the number of individuals who are involved in cuckooing incidents who undertake effective interventions or who are referred to relevant support services (as a % of all those identified as being involved in cuckooing incidents) in priority localities by 2021.			
Link to Local Outcome Improvement Plan: This project aim is included in the LOIP under Stretch Outcome 10: 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.			
<p>10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026</p> <p><i>(Baseline data: 40.7% of people under 18 reconvicted within one year; and 27.6% of people aged over 18 (2015-16 cohort))</i></p> <p>Responsible Outcome Improvement Group: Community Justice Group</p>	10.1 Taking targeted interventions aimed at specific offending	Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021.	No. of cuckooing* reports
			No. of individuals who undertake effective interventions
			No of post-intervention drugs supply charges against those who have been through the cuckooing process/intervention
			No of partner staff awareness/training sessions
<p><small>*Cuckooing is a term used to describe criminals taking over a person's home by intimidation or other means, for the purposes of using the premises in the course of criminality (e.g. drug dealing)</small></p>			
Why is this important?			
<p>*'Cuckooing' in Policing terms is described as taking over a person's home by intimidation or other means, including the use of violence, by an Organised Crime Group (OCG) for the purposes of utilising the premises in the course of criminality. The term 'cuckooing' is taken from the Cuckoo bird who invades the nests of other birds and utilises it for its own purposes.</p> <p>Serious organised crime gangs from areas such as Liverpool, West Midlands and London travel to other parts of the country, including Aberdeen City. These individuals will then take over the property to assist with their illegal operation, be it for storing or dealing drugs. This is often achieved through the use of threats and actual violence towards the occupants or their loved ones.</p>			

The occupier of the house is often a vulnerable member of the community either through addiction, age, mental health or other vulnerabilities which makes them a target for such crime groups. Such victims may already be in contact with service providers who regularly have meetings with them or attend at the premises being utilised by the crime group.

The project, which is a new initiative in Aberdeen, aims to identify individuals who are 'victims' of cuckooing and then to offer advice and support to help them get out of the situation they have found themselves in, and to try and protect and maintain their tenancy, by referral to appropriate services (eg addictions, mental health, housing services). The intention is to protect these individuals and support them to improve outcomes, and to disrupt the activities of serious organised crime groups. Any concerns relating to child protection would be considered an emergency and dealt with immediately (rather than as part of the Cuckooing initiative). While some individuals are living in fear as a result of cuckooing, and will more easily engage with offers of support, others are more challenging to engage as they feel they are benefitting from the situation, in terms of the 'rewards' they may be receiving, eg drugs. Enforcement approaches are applied where appropriate.

Nine individuals were identified as involved in cuckooing in priority localities between February and April 2019 (the baseline period), of which two undertook relevant interventions or were referred to relevant support services, two were closed as their circumstances are no longer relevant to cuckooing, five are currently still under assessment and consideration of referral. In the project Aim, 'undertaken relevant interventions or who are referred to relevant support services' includes engagement with any one of the partners/services involved in the project.

The Cuckooing Initiative has been successfully operating in the Peterhead and Fraserburgh areas for the past year with officers from Police Scotland working with the Housing Sector, Criminal Justice Social Work and Community Substance Misuse Services to support these people.

The initial stage of the cuckooing initiative in Aberdeen will be tested in the Seaton, Tillydrone and Kittybrewster areas, with the aim of expanding city-wide during the course of the project.

Education of members of the public, Police Officers, key partners and other agencies is central to the initiative and it runs alongside traditional Police enforcement against the OCGs, reducing their opportunity to use cuckooing and further disrupting their criminal activities to facilitate the overarching aim of identifying and safeguarding vulnerable persons.

This project is consistent with the national strategy to tackle Serious and Organised Crime known as 'Letting Our Communities Flourish', published by the Serious and Organised Crime Multiagency Task Force. This focuses on four objectives:

- DIVERT - individuals (particularly young people) from engaging in or using the products of serious organised crime.
- DISRUPT - the activities of serious organised crime groups.
- DETER - through measures to protect communities, businesses and the public sector from serious organised crime.
- DETECT - by boosting capacity and improving co-ordination to give serious organised criminals no place to hide.

Benefits:

- Staff are upskilled to identify potential victims that may not have been obvious previously (Police, LA, Health).
- The community is more aware of what cuckooing is, and can assist to protect its members (Community Stakeholders).
- Support is provided to most vulnerable in community (the individual).

Measures: (How will we know if a change is an improvement?)

- Number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services (eg SMS/Housing/GP) (*LOIP*)
- Number of cuckooing incidents reported to Police (*LOIP*)
- Number of partner awareness sessions (*LOIP*)
- Number of (joint) visits to individuals ('victims')
- Number referred to alcohol/drug services
- Number of vulnerable adults (eg elderly, having mental health issues) assisted by relevant services
- Number of post-intervention drugs charges against those who have been through the cuckooing process (*LOIP*)
- Number of 'offenders' displaced to other areas

Change ideas (What changes can be made that will result in improvement?)

- 'Core Contacts' (single points of contact from partner organisations) and record same.
- Awareness-raising sessions for professionals/partners.
- Mechanisms for raising awareness with public/local communities (eg leaflet drops, SHMU radio/newsletters)
- Process for Police to coordinate joint visits to individuals
- Joint partner visits aimed at engaging with individuals identified as potentially being 'victims'
- Process for partners to refer individuals on to relevant support as appropriate
- 'Lead professional' approach for individuals involved
- Steps to protect individuals as relevant to individual circumstances, to increase chances of individual engaging
- Police document to record data/information about individuals (victims) identified as being involved
- Regular 'operational' cuckooing meetings involving partners (Cuckooing Initiative Operational Group) to review incidents
- Info-sharing agreement

Potential risks and/or barriers to success & actions to address these

Demand unknown (start small and upscale)

Lack of understanding (awareness sessions for wider; bespoke training for those involved)

Project Team:

Fionnuala McPhail, Police Scotland (Proactive CID)

Graeme Skene, Police Scotland (Intervention Unit)

Brian Cumming, Police Scotland (Community Safety)

Hazel Flett, CJSW (Senior, Women's Centre/Strategic Support)

John Donaghey, NHS Grampian (Lead Nurse Mental Health and Learning Disability)

Jane Hogg, Aberdeen City Council (Senior Housing Officer)

Simon Rayner, NHS Grampian (Development Manager, Integrated Services)

Rhona Stewart, Aberdeen City Council (Adult Social Work, Integrated Drugs Team)

Adam Keenan, Aberdeen City Council (Consultant Social Worker, Integrated Children's and Family Service)

Morag Wiseman, AHSCP (Adult Social Work – Duty Team)

Claire Bloomfield, NHS Grampian (Senior Health Intelligence Analyst)

Val Vertigans, Community Justice Officer

Outline Project Plan - Set out your initial plan about the timeline for your project.**(This should be reviewed regularly)**

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	Project team established and draft charter.	End April 2019 - complete
Designing and Testing Changes (Project Score 4-7)	Change ideas being identified, data / intelligence has informed priority areas for initial testing, testing being taken forward.	December 2019
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	Testing of training/awareness-raising taking place as part of the project. Changes to procedures of partners involved.	May 2020
Spreading Changes (Project Score 9-10)	Training/awareness raising will be a key part of spreading the project to wider areas of the city, eg with relevant Housing, Social Work teams, etc	May 2021

11.1 Uptake of activities by people with long term conditions

Improvement Project Title:
Executive Sponsor (Chair of Outcome Improvement Group): Sandra Ross, ACHSCP
Project Lead: Keith Gerrard, Active Aberdeen Partnership
Aim statement To increase uptake of a range of activities that enable people with long term conditions to manage their health and wellbeing by 10% by March 2021.
Link to Local Outcome Improvement Plan: This is in alignment to deliver the LOIP within the stretch outcome aim 11 whereby; 'Healthy life expectancy (time lived in good health) is five years longer by 2026' and sits within the driver of; 11.3 Increasing satisfaction and use of community facilities and green environment to increase the health and well-being for older people and people managing long term conditions
Why is this important The project will seek to contribute to increasing healthy life expectancy through: <ul style="list-style-type: none">• Increasing uptake in activities which support individuals to better manage their own long-term condition.• Improving self-management ability by improving health literacy amongst people living with long term conditions.• Increase levels of social prescribing Despite a history of interventions and well-rehearsed evidence, a shortfall in engagement in self-management activities by people with long term conditions continues to contribute to reduced quality of life and life expectancy. It also has a negative impact on community and health care support structures. Increasing engagement will have a social and financial resource benefit. This project seeks to increase uptake in a range of activities to allow people to self-manage their long-term condition. Lack of engagement in activities which encourage and support people with long term conditions to self-manage has a negative impact on quality of life, puts increase pressure on family, community and health care structures and contribute to the financial and social burden of care. Evidence in Aberdeen and elsewhere in the UK shows that participation by people with long term conditions in a wide range of organised and informal activities can improve wellbeing and reducing unplanned hospital admissions. Torry and Seaton, Tillydrone and Woodside have been identified as the initial test of change areas as they both have higher level of deprivation (SIMD) than other parts of the City and are already the focus for associated health improvement interventions. There is also a real opportunity to build confidence amongst people living with long term conditions

in the area and change the culture towards one of self-management.

In line with national and local strategies we also want to develop a preventative strand to our work to allow 'at-risk' individuals (e.g. people diagnosed with pre-diabetes) to self-manage thus avoiding having to live with a long-term condition.

In order to provide focus, this project will initially look at diabetes to allow the development an understanding of what a preventative and self-management range of activities looks like for a single condition. This will give us a framework to quickly develop thinking and activities for other conditions.

Measures: (How will we know if a change is an improvement?)

- Increase in the number of people with long term conditions engaged in activities
- Increase in the number of participations in My Diabetes My Way programme following the introduction of the key influencers toolkit and identifying this was the principal reason why they enrolled in the programme (<https://www.mydiabetesmyway.scot.nhs.uk/MyDiabetes.aspx>).
- Number of participants in social walking groups (including within this the number of participants aged 65yrs+).
- Number of new participations in diabetes cooking sessions.
- Number of participants attending physical activities at Sport Aberdeen and Community venues in the test of change areas (including within this the number attending via a social prescribing route).
- Number of participants identifying as attending sessions responding to gamification challenge.
- Increase of the number of physical activity class instructors with Level 3 FIA Exercise on referral qualification
- Measured improvements in health literacy levels using model currently being developed through RIS OIG.
- Number of participants identifying as attending sessions responding to local group awareness raising, embedded agenda and role model campaigns.

Process measures

- Number of places each week made available for people with long term conditions as a result of more appropriately qualified instructors being available.
- Number of presentations being delivered by locally identified role models to community groups and third sector organisations.
- Number of views through social media channels of local role model video/blogs
- Number of GPs signed up to promote and monitor my diabetes my way tool kit
- Number of community groups and third sector organisations signing up to gamification challenge.

Change ideas (What can we do that will result in improvement?)

- Develop a toolkit to be used by key influencers in the community (e.g. link practitioners to promote [My Diabetes My Way programme](#))
- Identify and engage **local role models** into local awareness raising i.e. identify local residents who have seen an improvement in long term conditions because they have been involved in organised activity and asking them to advocate through avenues such as informal/formal presentation (at community events, housing/tenancy forums, arts events), social media/ videos, high street/supermarket poster campaign.
- Engage with other **local groups** (such as Victoryart, tenancy networks, parents associated with uniformed youth groups etc) as platform for information exchange, awareness raising and confidence building – using role models and gamification strategies. Deliver activities ahead of or imbedded in the groups' standard agenda.
- Promote **local activities** (through community based third sector groups, peer role models) such walking football, walking groups, peer group support networks.
- Develop exercise challenge '**gamification**' scheme e.g. activity/peer support/ groups complete for 'prize and recognition' via step challenge or similar – including supporting and 'facilitation' buddying up approach (local celebrities presenting prizes - cinema ticket etc).
- Increase number of **instructors** with specialist GP referral/referral qualifications. There is at the moment a limited number of appropriately qualified instructors in the city , limiting capacity to accommodate referrals from health professionals in some programmes of physical activity.

Potential Barriers:

- Establishing dialogue with those traditionally difficult to access.
- Capacity - lack of instructors/trainers with appropriate specialist GP referral/referral qualifications.
- Capacity – participants not moving on from groups resulting in a bottleneck/ waiting lists.
- Capacity – Triage into appropriate classes and activities.

Project Team:

- Keith Gerrard,
- Jane Russell ACVO
- Alastair Jamieson, (Kincorth Medical Practice)
- Jonathan Smith *Castlehill and Pittodrie Community Council*
- Emma King, Lead for Primary Care (ACHSCP)
- Teresa Dufficy Community Empowerment Development Officer
- Andrinne Craig, Long Term Condition Lead (Sport Aberdeen)
- Lisa Williams Primary Care Link Practitioner (ACHSCP)
- Catriona Cameron, Physiotherapy Lead (ACHSCP)

- Stephen McNamee, Improvement Adviser
- Paul Gray, First Point Practitioner at Torry GP Practice (ACHSCP)
- Elizabeth Clouston, Chronic Disease lead nurse Torry GP Practice
- Tracy Buchan Wellbeing Coordinator (ACHSCP)
- Community representative with lived experience / representative from a peer support group (to be identified)

Outline Project Plan		
Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	<ul style="list-style-type: none"> • Project team established • Initial baseline established • Draft charter developed • Charter submitted to CPA Board 	Completed Completed Completed June 2019
Designing and Testing Changes (Project Score 4-7)	<ul style="list-style-type: none"> • Design changes for initial testing- August 2019 • Test changes using PDSA with My diabetes my way intervention • Test changes using PDSA with Living well with diabetes peer support group • Test changes using PDSA with use of local role models • Test changes using PDSA through community and 3rd sector groups • Test changes using PDSA with gamification strategies • Test changes using PDSA through increase instructor capacity building • Evaluate overall achievement to date and plan further PDSAs or move to implementation 	Aug 19 Oct 19 Oct 19 Nov 2019 Nov 2019 Dec 2019 Dec 2019 Dec 2019
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	<ul style="list-style-type: none"> • Agree change ideas tested which are proven to work that we will seek to embed permanently • Continue to gather data • Assess whether improvement levels are sustained 	Jan 2020 Feb/ Mar 2020 Mar 2020
Spreading Changes (Project Score 9-10)	<ul style="list-style-type: none"> • Assess opportunities to spread change 	Apr 2020

13.1 Workplaces growing together

Improvement Project Title: Workplaces Growing Together
Executive Sponsor (Chair of Outcome Improvement Group): Jillian Evans
Project Lead: Steven Shaw, Environmental Manager
Aim statement Aim: Increase community food growing in schools, communities and workplaces by 2021 Much good work is already taking place with regards to advancing food growing in schools and communities. This particular project aims to focus attention on workplaces which are harder to reach. Measure: Baseline 2019/20 = 0 (as far as we know, there are no organised or systematic efforts for food growing in the workplace therefore we have no data available). Target 2021 = 6
Link to Local Outcome Improvement Plan: Improvement Project is direct product of: <u>Prosperous Place</u> Stretch Outcome 13 No one in Aberdeen will go without food due to poverty by 2026 Key driver 13.2 Developing and supporting community efforts in making our green space productive and resilient. Improvement Project Aim Increase community food growing in schools, communities and workplaces by 2021. Improvement Project has links with: <u>Prosperous People</u> Stretch Outcome 11 Healthy life expectancy (time lived in good health) is five years longer by 2026 (Resilient, Included, Supported Group) Key driver 11.3 Increasing satisfaction and use of community facilities and green environment to increase the health and well-being for older people and people managing long term conditions
Why is it important Extract from LOIP Refresh 2019. <i>“The population needs assessment shows wide divisions in health and life expectancy between the richest and the poorest communities in our City. People living just a few streets apart in some areas of Aberdeen find themselves with life expectancies more</i>

than 14 years apart, we have committed to address this through a stretch outcome to increase the healthy life expectancy for the people of Aberdeen. A families ability to nourish themselves is a key factor in healthy life expectancy and it is alarming that 8% of respondents in our last City Voice survey reported that there was a time during the last 12 months when they were worried they would not have enough food to eat, with 3% reporting that their household had run out of food at some time over the last year. Helping people affected by household food insecurity is therefore a key focus for the Partnership. We hope to be able to see a future improvement in the data as a result of initiatives being put in place now; such as free school meals during holidays in our priority localities and supporting communities to grow their own food.

To support our ambitions, we will harness the capabilities of our communities and develop and support efforts to make our green spaces more productive. Our focus will include educational support for gardening, cooking and trading and working to improve food resilience while promoting a holistic approach to health and well-being.”

Much good work is already taking place with regards to advancing food growing in schools and communities. Across the city many communities, Friends groups and gardening groups are making use of Aberdeen’s plentiful green space to create their own growing spaces. Schools are now more involved in community growing than ever before through project Craster. This is a project developed by Aberdeen City Council’s Environmental Services which is aimed at getting primary school children outdoors and growing vegetables. The project is only in year one but already has 34 primary schools across the city taking part, ranging from nursery to p7s.

This project seeks to build on the previous School Gardening Improvement Project by linking the outputs / outcomes from those schools with new workplaces. The benefits of food growing in workplaces are similar to growing food in other locations but it also has the potential to deliver additional and wider benefits that the other places may not (these are listed later in this section).

Therefore, this project aims to focus attention specifically on workplaces where in addition to the well-being benefits for those involved, it will help to change attitudes towards food growing. Our use of workplace ambassadors or ‘Food Champions’ will create positive role models for communities and schools, helping to get broader sustainability measures across, such as reducing food waste and recycling.

As well as discrete testing of food growing in workplaces, one of the changes will be to link workplace growing with a community and schools. The Northfield locality wishes to engage with this and have identified the land in which to do so.

The changes we test within this charter will provide useful intelligence and complement the work of the Sustainable Food City Partnership and inform Aberdeen’s Food Growing Strategy. <https://www.cfine.org/granite-city-good-food> Granite City Growing; a food growing strategy for Aberdeen 2019-2024

Therefore our business case involves testing (catalysing, facilitating and measuring success of) the development & implementation of **different** food growing initiatives at the workplaces of six new and unique project partners by end 2020/21.

General benefits of food growing:

- Improved health & well-being¹
- Improved access to affordable healthy food²
- Developing skills and confidence around food, nutrition, cooking, health, gardening etc.³

Benefits of growing in the workplace:

- Potential to improve air quality in / around workplaces
- Improved relationships in the workplace – increased interaction and breakdown silos
- Improved productivity in workplace – happy, interactive people are productive people
- Improved workplace reputation and staff retention⁴
- Circular economy potential at workplaces – use of produce in workplace kitchens
- Circular economy potential between workplaces – use of produce between different workplaces, i.e. being part of a wider local food supply network (perhaps something to build on as initiatives ‘grow’.)
- Building / strengthening connections between workplaces and schools / communities

1. https://www.sustainweb.org/resources/files/reports/GH_Stress_Factsheet.pdf
2. <https://www.farmgarden.org.uk/case-studies/tullibody-community-garden>
3. <https://www.farmgarden.org.uk/learning-exchange-scotland>
4. <http://fortune.com/2011/04/11/gardening-at-work-is-sprouting-up-all-over/>

Measures: (How will we know if a change is an improvement?)

- 1) Number of new food growing places (in LOIP)
- 2) Number of organisations with participating workplaces (subset of LOIP measure)
- 3) Number of staff participating per place (subset of LOIP measure)
- 4) Numbers and types of other participants, i.e. children, community via Northfield locality (LOIP)
- 5) Amount (weight / value) of produce per place (LOIP)
- 6) Improvement in staff well-being as a result of being involved in food growing in their workplaces (before & after survey on a range of indicators – see benefits)

Change ideas (What can we do that will result in improvement?)

- To what extent would a high profile awareness event encourage an increase of food growing in workplaces?
- To what extent could children from food growing schools influence workplace leaders and increase food growing in workplaces?
- To what extent could a visible food champion raise awareness and change thinking about wider sustainability issues in communities and schools?
- To what extent do different ‘models’ of workplace growing achieve the wider benefits for staff and organisations and best overcome the barriers (e.g. windowsill planting to workplace allotments)?

Potential Barriers:

- Getting the timing right for launch event – term time / aligned with / avoiding conflict with other related activities / events, i.e. ACHSCP HIF food event / Britain in Bloom, etc.
- Promoting the event to secure the right mix of attendees
- Securing attendance / participation of schools / children in the process
- Getting workplace / staff engagement and commitment at specific sites
- Building / facilities management arrangement at specific sites
- Aligning the aims and contributions of different project partner
- Human resource commitment to develop / implement / monitor the project
- Getting the right skills in place to support projects
- Funding for site specific projects
- Identifying / getting buy in from a suitable Champion

Project Team:

- Steven Shaw, Environmental Manager, ACC
- Sinclair Laing, Team Leader – Environmental Policy, ACC
- Sandy Gustar, Sustainable Development Officer, ACC
- Joanne Riach, NHSG
- Jenny Gordon, ACHSCP
- Amanda Gauld, ACHSCP (Health Improvement)
- ACC Facilities Management, Andy Campbell
- Facilities Management, NHSG (TBC)
- Schools / children (TBC) to support / attend event / link to workplace growers
- Food Champion (TBC)
- CFINE – Links to SFCPA & potential food skills, networks, etc.
- Dr Stephen Close NHS, Improvement Support

Outline Project Plan

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	Form the project team and prepare for event in Sept. This is timed specifically to coincide with wider sustainability activities, aiming to address the potential barriers (described earlier). Most of the actions at this stage are geared towards minimising the risk of low participation and engagement.	September 2019
	Develop list of existing practices in schools, communities and workplaces (from Aberdeen and beyond, if beneficial examples elsewhere – tie into Health Improvement Fund & other projects)	September 2019
	Include a range of potential workplace partners (e.g. ACC, NHSG, ASV, UoA / RGU, Bon Accord Care) – ensuring some degree of success of sign up before the event.	September 2019

	Involve children from school growing projects in planning the event who will challenge attending workplace leaders to implement food growing in their workplaces in some format or other.	September 2019
Designing and Testing Changes (Project Score 4-7)	<p>Undertake a high-profile awareness raising event in September 2019 to promote the benefits of food growing in the workplace and encourage sign up.</p> <p>Get support from chamber of commerce and other commercial businesses to begin ongoing and wider promotion of workplace growing, and raise the benefits of circular economy</p> <p>Link up with Aberdeen Inspired to tap into their links with city centre businesses as well as the City Bees project (part of the Community Food Growing Project).</p> <p>Link with ACH&SCP, Aberdeen Sports Village, NHSG in their current promotions of the benefits of food / growing, etc. (potential link up of events)</p> <p>Identify 'Food Champions' (from any sector but someone able to speak for the benefits and really engage audiences, especially those traditionally harder to reach) to help promote this work and sustainability in general</p> <p>Link with Northfield locality team and community to develop shared project with workplaces</p>	<p>September 2019</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	<p>Implement 6 different food growing projects in 6 different workplaces</p> <p>Monitor each journey, and their outcomes in terms of benefits & barriers identified.</p>	<p>Spring 2020</p> <p>Spring 2020 through full growing season 2021</p>
Spreading Changes (Project Score 9-10)	<p>Continued promotion of project. Encourage others to take part and talk up their success.</p> <p>Celebrate the continued success of all partners and the increase in community food growing in schools, communities and workplaces.</p>	<p>Summer 2021</p> <p>Summer 2021</p>

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14.1 Community Resilience Plans

Improvement Project Title: Community Led Resilience Planning in Vulnerable Areas
Executive Sponsor (Chair of Outcome Improvement Group): Jillian Evans, Chair of Sustainable City Group
Project Lead: Dawn Shultz (Interim Lead Andy Buchan, SFRS)
Aim statement Establish “community led and owned” resilience plans in areas that are most vulnerable to flooding and severe weather, identified as Deeside, Peterculter, Bridge of Don and Denmore by 2021. Community Resilience Plans Baseline 2019/20 = 0 Target 2021 = 4
Link to Local Outcome Improvement Plan: This project relates to stretch outcome 14 under Prosperous Place, by adapting to the effects of our changing climate. Ideally we would like the project to include collective mitigating efforts such as emission reduction, but acknowledge that this may occur as the project matures and evolves. Key driver 14.2 is to develop a bottom up approach to community resilience to encourage greater ownership and independent action towards preventing and mitigating the impact of climate change.
Why is this important? Extract from LOIP 2019 <i>“Building strong and resilient communities is vital to achieve our aims and this means building capability in our communities to take more control of their own lives – economically, environmentally and socially. Listening to what matters to our communities in relation to resilience will help us to develop a bottom up approach, encouraging greater ownership and independent action. This will be supported by using and developing partner-wide intelligence, providing user-friendly materials and raising awareness of the resources that are available to help communities think about self-management and community led action.”</i> The fundamental rationale for this project is to achieve community resilience - the sustained ability of a community to respond to, withstand and recover from adverse situations. Events caused by severe weather, particularly flooding is the focus of this improvement project because it addresses current problems whilst opening the door to conversations about resilience more generally. The underlying aim of the project is to reduce the number of people and businesses displaced from their homes and facilities due to severe weather, to minimise effects on health and well-being and to reduce the costs of damages. The proposition to this improvement project is that we can create a community ‘call to action’ by raising awareness, identifying and developing community champions and supporting the development of resilience plans. The focus of these resilience plans will be how the community can work together to prevent, mitigate and respond to environmental events, particularly flooding. In developing and implementing a community resilience plan, a community can come together and overcome any disaster, while rebuilding physically and economically ¹ . Our improvement approach involves facilitating the setting up of community groups in each area and equipping them with a framework, resources and access to expertise that can help develop capacity and cohesion.

¹ Sharifi, Ayyoob (October 2016). "A critical review of selected tools for assessing community resilience". *Ecological Indicators*. **69**: 629–647. doi:10.1016/j.ecolind.2016.05.023

The need for this was identified by stakeholders involved in “Aberdeen Adapts” where people wanted a platform for support, communication and collaboration so that local people know where to go for assistance. It also means that public/emergency services can be targeted and used most effectively.

Having a community that can work together in an emergency situation reduces the risk to people and properties. It means that local people are more prepared whilst awaiting emergency response (such as evacuation). Again this was identified in the feedback for “Aberdeen Adapts” where communities are well placed to observe and report emerging local issues. So our efforts give us scope to help avoid and prevent issues as well as preparing and responding. Prevention, preparedness and action ready creates a resilience that is likely to improve outcomes for health and well-being.

A community that is well prepared against environmental and emergency situations will help to avoid/reduce costs of damages to property and premises and ultimately insurance costs.

There are wider benefits of community resilience, particularly efforts to promote social inclusion and helping to identify and support most vulnerable members of the community.

Measures: (How will we know if a change is an improvement?)

We will only be able to know definitively if the change has resulted in improvement following a live emergency/environmental situation. However we would like to undertake a resilience test in each community to understand what did/could work well even in a simulated situation, where things could be improved and if any gaps remain.

There are *intermediate and process measures* of progress which indicate the likely chance of success:

- The existence of a resilience group in each community
- The chairmanship by a member of the community
- The number and diversity of volunteers/participants/businesses on each group and the frequency of attendance
- The existence of a resilience plan and its comprehensive nature with named people who ensure the plan can be executed
- An increase in data completeness on the ‘at risk’ database to identify people most vulnerable
- No. of community visits to raise awareness of resilience issues in localities
- No. of community members attending and involvement of local businesses

Public *perception/behaviour change measures*:

Improvements in the rating in City Voice survey about individual and community readiness following a major weather event (baseline established from 43rd City Voice)

On an annual basis we will monitor the following *outcomes measures*:

- A reduction in the number of people displaced from their homes due to severe weather (whilst acknowledging that climate change may increase the frequency and severity of weather events occurring)
- A reduction in community facilities closures due to severe weather
- A reduction in the cost of damages due to severe weather incidents
- Increase in property level protection
- Attendances, admissions and length of stay in hospital following severe weather event

Change ideas (What can we do that will result in improvement?)

Learning from the success of community resilience planning elsewhere, our main change idea is test the most effective ways to raise awareness and to identify and persuade key people to become champions for their community. In so doing, we expect these individuals to be able to use the most relevant levers to encourage community efforts which will protect households and facilities against emergencies and environmental disasters. This will be done by:

- Social media/local messaging/engagement efforts to make the case for change and encourage community interest and participation in community resilience planning.
- Raise awareness of the resources, organisations and support that exists. This is in response to the feedback about the need for information and local knowledge which can be accessed in an emergency exist
- Community visits to raise awareness and generate interest in participation
- Targeting vulnerable groups and those with less capacity to adapt aiming to involve them in resilience planning particular to their needs (e.g. elderly people, people on low incomes, or with poor housing quality and limited mobility.
- Identify and establish the role of community champions

Potential Barriers:

Lack of interest and motivation from communities and therefore limited involvement in a community led effort. We hope to mitigate this risk through the 'change ideas' and particularly the recruitment of community champions described above.

Physical and mental health issues may prevent people from getting involved however our focused effort on vulnerable groups should help.

Funding to invest in infrastructure needs that may emerge such as communication technology and information resources. There are possibilities for external funding sources and we are pursuing these.

Project Team:

Dawn Shultz, Emergency Planning Officer, ACC – Project Lead (new in post)

Andy Buchan, SFRS - Interim Project Lead

Graham Robertson, Civil Contingency Office, SFRS

Milne Weir, Scottish Ambulance Service (TBC)

Alison Leslie, Sustainability Development Officer, ACC

Tara Mackie, Civil Contingency Advisor, Public Health, NHS Grampian

Police Scotland/Local Resilience Partnership – TBC

Alan Robertston to nominate from Flooding Team, ACC

Ross Greenhill, Coastguard

Colin Gray, Regional Emergency Planning Officer (TBC)

Ann Wakefield, Public representative and member of Culter Resilience Partnership

**Outline Project Plan - Set out your initial plan about the timeline for your project.
(This should be reviewed regularly)**

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	We will organise session(s) at the Community Council Forum with the aim of setting up community resilience groups. We will involve relevant expert speakers and our community champions to convince Community Councils that this is necessary and to gain their support.	August 2019
Designing and Testing Changes (Project Score 4-7)	When there is sufficient participation and planning is complete, we will undertake a desktop and simulation exercise to test out the effectiveness of training, community response and public sector involvement.	This will begin in January 2020 and complete all areas by April 2020
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	When groups are established, we will share good practice from successful resilience partnerships, including the framework developed by Culter. We will also put together a tailored package of support from public sector/emergency services.	This will be occurring continuously from January 2020
Spreading Changes (Project Score 9-10)	We will continue to keep in touch with community resilience groups and encourage them to reach out to other, new groups. Ultimately we see the groups operating within the Resilience Partnership, embedding them as an equal partner.	May 2020



Community Planning Aberdeen

Progress Report	Q1 2019/20 Locality Partnership Improvement Tracking Report
Lead Officer	Angela Scott, Chair of CPA Management Group and Chief Executive of Aberdeen City Council
Report Author	Neil Carnegie, Communities and Housing Area Manager Shona Boyd, Community Planning Intern
Date of Report	16 May 2019
Governance Group	CPA Management Group – 27 May 2019

Purpose of the Report
This report presents the Improvement Tracking Report to the CPA Management Group on the improvement activity being led by the Locality Partnerships to meet the improvement aims identified within the Locality Plans 2017-27.

Summary of Key Information
<p>BACKGROUND</p> <p>On 27 February 2017 the CPA Board approved an Outcome Management and Improvement Framework to strengthen the Partnership’s governance and accountability arrangements. Since March 2017 the Improvement Tracking Report has been presented at CPA Management Group and CPA Board Meetings to ensure effective, systematic and collaborative scrutiny of outcome improvement.</p>

Recommendations for Action
<p>It is recommended that members of the CPA Board:</p> <ul style="list-style-type: none"> i) note progress against the Locality improvement projects.

Opportunities and Risks
<p>Having an effective outcome management and improvement framework helps Community Planning Aberdeen assess whether the Partnership is delivering on the priorities within the Local Outcome Improvement Plan 2016-26 and Locality Plans.</p>

Consultation

The following people were consulted in the preparation of this report:
Neil Carnegie, Communities and Housing Area Manager
Locality Managers Jo Mackie, Paul Tytler and Martin Smith
Michelle Cochlan, Community Planning Manager
Community Planning Aberdeen Management Group
Community Planning Aberdeen Lead Contacts

Background Papers

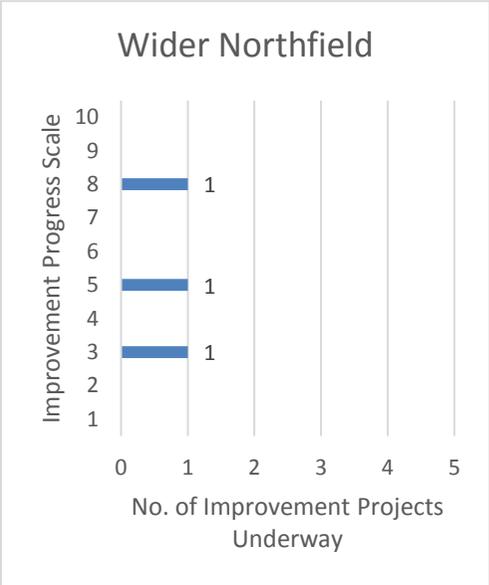
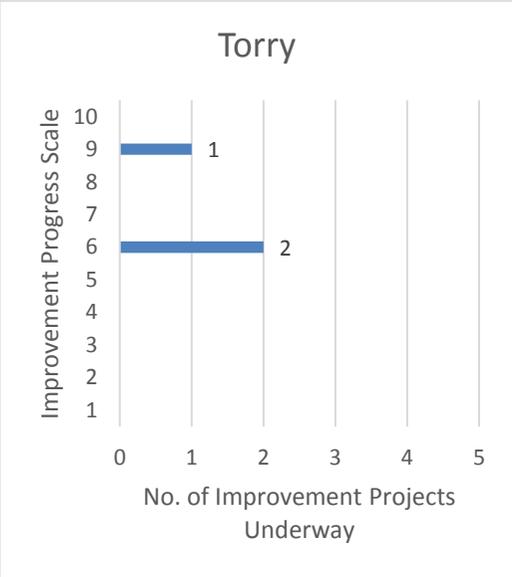
The following papers were used in the preparation of this report.
[Outcome Management and Improvement Framework](#)

Contact details

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Improvement Dashboard

Locality Partnership Projects:



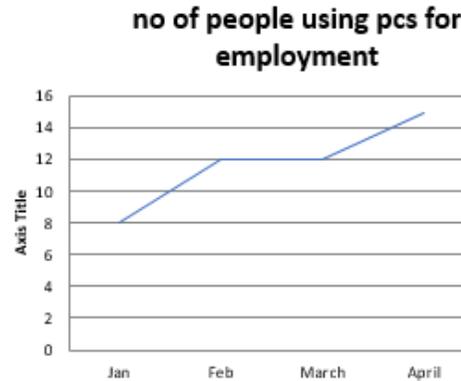
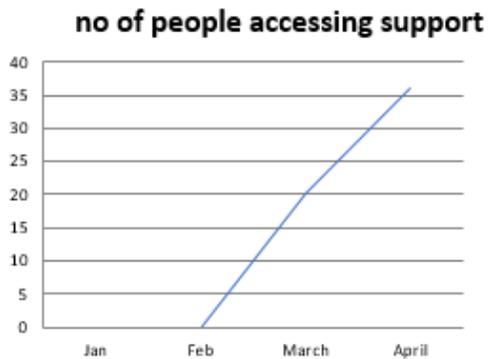
Project Progress Scale:

1	Project area identified and agreed
2	Draft Outline Project Charter and team in place
3	Understanding baseline of current system
4	Project Charter endorsed by CPA Board
5	Change ideas and project measures developed
6	Testing underway
7	Initial indications of improvement
8	Improvements achieved
9	Sustainable improvement
10	Project complete

OUR ECONOMY

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Locality 3 Employability Support -To increase the number of people seeking employability support weekly in Seaton, Woodside and Tillydrone to 20 by June 2019	Mar 2019 – June 2019	6 – testing underway	<ul style="list-style-type: none"> Weekly employability support Referrals to employment programmes (PPP) and (Momentum). Supporting people in to employment or training Partners delivering employability support across the locality Improving access to Aberdeen Youth Employment Activity Plan opportunities 	Emma McPherson – Woodside, Seaton, Tillydrone Locality	Note progress.

Employability Support Data:



The figures above relate to Seaton where the number of people accessing support is steadily rising from 0 recorded in February to 36 in April. Ongoing monitoring of Public Access PCs shows that those numbers have increased from 8 to 15. New sessions planned to run from Tillydrone Community Campus as it opens Woodside sessions will be developed after Tillydrone

OUR PEOPLE

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
<p>Unpaid Work placement Project – To increase the number of providers of Community Payback Order Unpaid Work individual placements in the Cummings Park, Heathryfold, Northfield, Mastrick and Middlefield wider locality area to five by end December 2019</p> <p>(refreshed aim)</p>	<p>May 18 – Dec 19</p>	<p>5</p>	<ul style="list-style-type: none"> • Increase in number of providers of individual placements. • Increase in number of providers for repeat placements. • Number of providers providing a job description of potential placement roles • Number of clients accessing further education • Number of clients accessing job mentoring • Number of clients who secure employment 	<p>Fiona Gray, Development Manager</p>	<p>1st phase was to achieve 5 placements but this identified 3 new interested parties.</p> <p>Revised Project Charter developed and to be referred to Community Justice Improvement Group.</p>

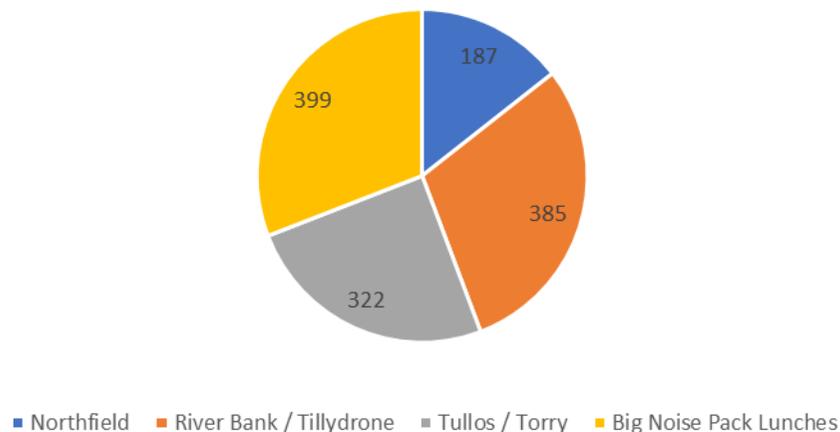
OUR PLACE

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Food and Fun - Increase provision of free meals during school holidays to children by 50% to 15,000 meals during 2019/20.	April 19 –Mar 20	8	<ul style="list-style-type: none"> • Number of free meals providing during school holidays to children. • Number of children participating in the programme living in non priority localities. • Number of meals provided directly by community groups • Percentage of children participating in the programme satisfied/highly satisfied with the meals provided. • Contribution of free/fair share food towards the programme • Number of community volunteers participating in the sessions. • Number of families engaging in food banks etc both during/out with the school holidays. • Number of families engaging with/getting support from services that address wider poverty issues. 	Martin Smith – Wider Northfield Locality	<p>18/19 programme exceeded target by delivering 10,699 meals.</p> <p>Refreshed Project Charter and aim for 19/20.</p> <p>Increased focus on securing volunteers to support programme, engaging families participating in the programme to address their poverty issues and children participating from non priority localities.</p>

Improvement Data

The pie chart to the right illustrates the number of meals that were delivered during the Easter programme.

Total Amount of Meals = 1293



Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Scoop Watch - scale up and spread of Living Streets Dog Fouling Initiative - Increase the number of schools / local groups actively using the dog fouling reduction model by 12 by May 2019.	Jan 2019 – Dec 2019	6	<ul style="list-style-type: none"> • Workshops with local school children to educate them on dog fouling. • Making dispensers with local school children to contain dog mess bags to be erected. • Creating awareness raising posters about the issue with school children and distributing them around community centres in the area. • Presentations to community groups- community groups leading project delivery. • Testing a collaborative approach working alongside the City Warden team so that there is one effective and widely recognised dog fouling initiative in Aberdeen City. • Working alongside the environmental team all the schools participating in the Clean-Up Aberdeen programme will have dog fouling as their theme for the 2019/2020 school year, initially using our model as a starting point • A toolkit for use in schools has been produced and is just about to be sent to print. 	Jade Leyden - Torry Locality	Note progress.

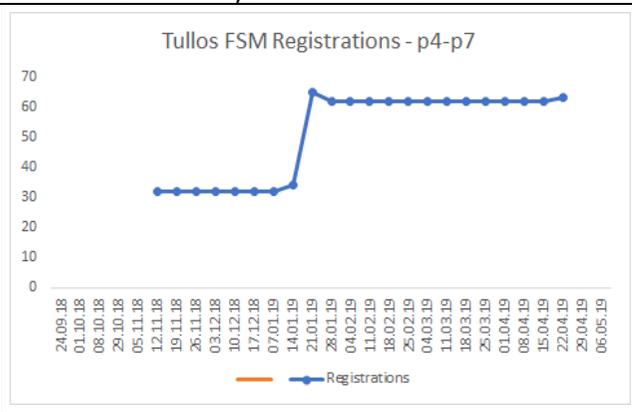
Improvement Data

This project is a continuation of the initial 12 week project which saw a 33% reduction in the levels of dog fouling on two streets significantly affected by dog fouling. There will be 20 toolkits printed for the pilot. Schools and community groups across Aberdeen have been invited to participate. This scale up is running alongside Clean Up Aberdeen. It will run as one of the Clean Up Aberdeen 'tasks' and upon completion of the workshop and data collection, the participating schools will be awarded points for their efforts. At the moment 10 schools have signed up, 7 of these are clean up Aberdeen schools and we have 1 community group signed up too (with interest from others).

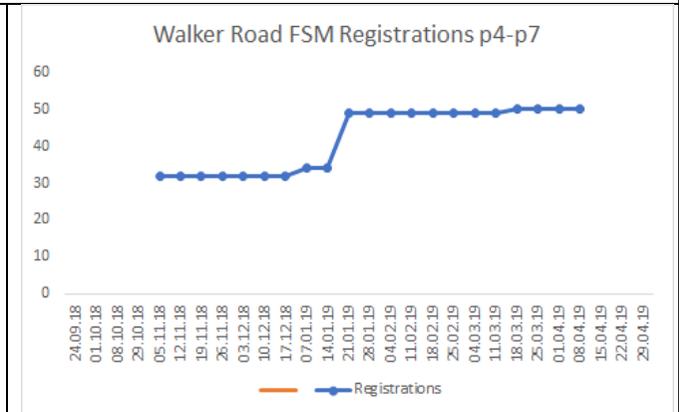
Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Free School Meals Initiative - We aim to increase the number of free school meals taken by those pupils registered for free school meals at Lochside Academy, Tullos Primary and Walker Road Primary by 10% at each school by April 2020.	Nov 18 April 2020	6	<ul style="list-style-type: none"> Menu written in most prevalent languages spoken by parents of children in schools. Local advertising campaign linked to promotion of health and educational benefits of school meals Use of rewards on the accord card to incentivise uptake of school meals at Lochside Academy. Taster sessions for children/parents/families and develop nutritional educational opportunities for families. Recipe book being developed with Pupils to encourage healthy meal options at home and family cooking Collaborative menu development –introducing more pupil/parent involvement using Torry as a pilot. Pilot a reward scheme for pupils in the primary schools (Walker Road and Tullos) Supersize meals with additional veg, fruit, water presented more prominently as an option Engage pupils in serving each other (enterprise restaurant type idea) and ‘redesigning’ the layout of canteen 	Tanita Addario, Anne-Marie Steehouder-Ross – Torry Locality	Note progress.

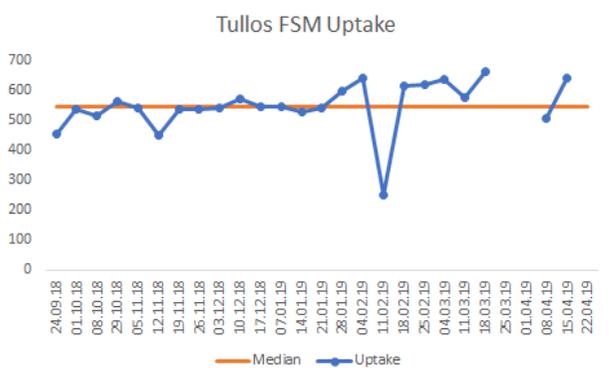
Improvement Data

Phase 1 of the Free school Meals Project Focused on registration of free school meals. A particularly positive outcome of this phase was identifying, the barrier to significant increases in registrations for families was the opt in method rather than automatic registration. This barrier was addressed through process changes within ACC. The change was initiated on 14th January 2019 and by 21st January registrations had increased significantly for all three Torry schools – Lochside Academy from 136 to 180; Tullos Primary from 34 to 65 for primary 4 - 7; Walker Road Primary from 34 to 49 for primary 4 – 7. This is reflective across the City (circa 700 registrations). A new charter (phase 2) has been developed to increase the uptake of free school meals - implemented November 2018. CFINE and Communities Torry received a grant from the Health Improvement Fund to undertake a Torry Tasters cookery project at Walker Road and Tullos Primaries. Whilst there has been a slight increase in uptake across Tullos and Walker Road Primary schools it is too early in the process to attribute this to the implementation of change ideas. Cookery classes have been undertaken with parents and pupils at Walker Road and Tullos Primaries, with positive feedback gathered so far. A cookery booklet based on the school meals has been developed which will be shared with schools, families and the wider community after summer 2019.

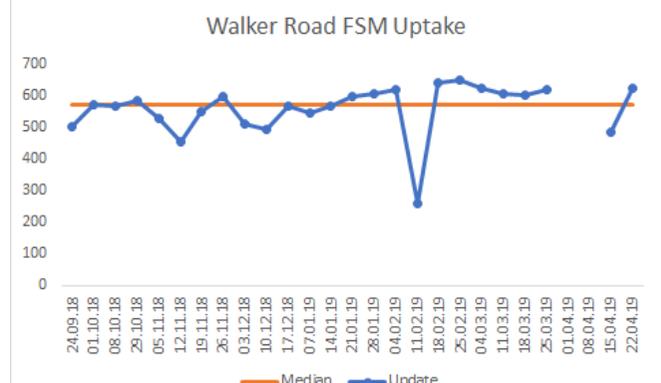


Phase one shows that there was a considerable change in registration of free school meals at Tullos and Walker Road Primaries.





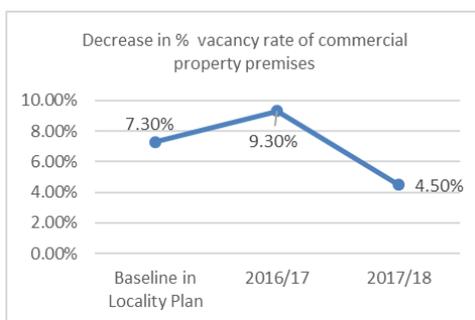
The drop in uptake on 11.2.19 can be attributed to this week having in-service days and therefore less days for uptake. In addition, the gap between 1.4.19 and 08.4.19 is because of the easter holidays. Overall, we can see a slight increase in the uptake of free school meals at Walker Road and Tullos Primary.



Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
To increase the percentage of people in Torry that agrees that Victoria Road is an attractive place for the Community from 13% to 40% and to reduce the number of vacant retail units on Victoria Road by 2% by July 2019.	Oct 17 –Oct 19	9	<ul style="list-style-type: none"> VictoriArt Road is a recipient of Bags for Help at TESCO stores across Aberdeen, receiving between £1,000 - £4,000 (depending on if first, second or third) place. VictoriArt was successful at the recent UDECIDE participatory budgeting event in Torry receiving funds to run a pebble painting workshop. This workshop will be for children and adults and will take place on the 18th of May in the Tullos Community Wildlife Garden. Recent partnership working between Tullos Primary, VictoriArt and artist Fit Like will result in a mural taking place with pupils on Girdleness Road in September 2019. 	Tanita Addario, Anne-Marie Steehouder-Ross – Torry Locality	Note progress.

Improvement Data

VictoriArt Road were successful in receiving a grant from the Health Improvement Fund to commission artists to create murals with a mental and physical health theme across Torry, focusing on Victoria Road. This will result in a mural health walk, culminating in a workshop at Torry Youth and Leisure Centre in summer 2019. These murals involve partnership working with the Marine Laboratory, Carpet shop on Victoria Road and Nigg Bay Golf Club. This is a good opportunity to enhance the attractiveness of Victoria Road which will be measured in the Locality Voice survey which comes out once a year and updated data is expected end of July 2019. The group are also in the early stages of developing a painted bins project which will also brighten up the area and create new artworks for the benefit of all.

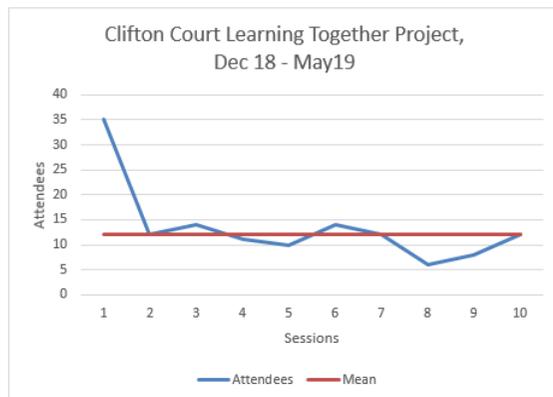


OUR TECHNOLOGY

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Northfield Gaming and Internet Safety - Reduce the age inappropriate gaming time for children in the Middlefield area by 30% by Summer 2018.	Apr 18 – Mar 19	8	<ul style="list-style-type: none"> • Inviting parents to an awareness raising session. • Testing booklet as a resource for teaching parents how to implement parental controls on devices. • Parent led data collected on children’s amount of gaming time/gaming habits to promote buy in and involvement in project aims. • Survey to establish baselines. • Awareness workshop for parents set up and delivered for interested families. 	Helen Graham – Wider Northfield Locality	
<p>Improvement Data</p> <p>A questionnaire and leaflet was completed by 30 households who attended he Middlefield Community Centre. The aim of this was to identify and establish understanding of their children’s on-line use.</p> <p>Police Scotland now have a facebook page – www.facebook.com/policescotlandyouthhub.</p> <p>University of Aberdeen devised and delivered a tailored course. Teaching was split into two sessions. 13 families attended this event.</p> <p>This has now been expanded to the wider ASG schools group and we are currently collecting data which will confirm the impact of this initiative and inform where we should scale up and expand the programme.</p>					

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Learning Together – Clifton Court Intergenerational Project To increase participation in digital learning and technology among tenants through intergenerational work by 15%	Oct 18 - May 19	6	<ul style="list-style-type: none"> The Learning Together sessions will take place with Clifton Court tenants and Kittybrewster Primary School pupils over 10 sessions between January and April 2019 Intergenerational learning will take place in an informal setting to enhance digital skills amongst tenants and Pupils Tenants will also progress their digital skills through supported Silver Surfer open sessions held at Clifton Court At the outset of the project, 28/58 tenancies are registered with Rent Online account services at Aberdeen City Council. This will be measured at the end of the project to view increase. 	Hamish Cattanach/Zuzana Jatelova – Woodside, Seaton, Tillydrone Locality	Note progress.

Improvement Data



The run chart shows the increase and decrease in attendance for the Learning Together Project between December 2018 and May 2019 (10 sessions).
 Note: There are two more sessions remaining in May.
 (The attendance figures are based on tenant and pupil numbers).

Increase in intergenerational engagement agreed to be carried out utilising the ArtMongers Project. Art work and design for the Power Station have been linked to researching online designs and ideas

Two U-decide applications were supported and successful;

1. For the ArtMongers
2. For the Learning Together Project

The ArtMongers Project will increase engagement between tenants and pupils and the Learning Together money will provide tablets for tenants to increase digital inclusion.



Community Planning Aberdeen

Progress Report	Summary Local Outcome Improvement Plan 2016-26
Lead Officer	Angela Scott, Chief Executive of Aberdeen City Council and Chair of CPA Management Group
Report Author	Michelle Cochlan, Corporate Strategy and Community Planning Manager
Date of Report	20 June 2019
Governance Group	CPA Board – 1 July 2019

Purpose of the Report
This report presents the first public facing summary of the Aberdeen City Local Outcome Improvement Plan 2016-26.

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 2016. A refreshed version was approved by the CPA Board in February 2019. This report presents the first summary version of the LOIP to make the document more accessible to internal and external staff, communities and members of the public.</p> <p>2 SUMMARY LOCAL OUTCOME IMPROVEMENT REPORT 2018/19</p> <p>2.1 The Summary LOIP is a short, easy read version of the Local Outcome Improvement Plan 2016-26. It explains the purpose of the LOIP and the 15 Stretch Outcomes that the Partnership aims to achieve by 2026. It also invites people across and outwith the Partnership to get involved in helping to deliver the improvement projects that the Partnership will take forward to achieve our aims.</p> <p>2.2 The document is intended to support awareness raising of the LOIP across all communities in Aberdeen, this includes the third sector, private sector, community groups and individuals. It is hoped that this will lead to increased participation and collaboration to deliver the improvement projects that the Partnership believes will lead to improved outcomes for the people of Aberdeen.</p> <p>3 NEXT STEPS</p> <p>3.1 The Summary Local Outcome Improvement Plan will be published on the Community Planning Partnership's website and shared in line with the LOIP communications plan approved by the CPA Board on 26 February 2019. This includes the electronic dissemination of the document by Partners to communities..</p>

Recommendations for Action

It is recommended that members of the group:

- i) Approve the Summary Local Outcome Improvement Plan for publication and dissemination.

Opportunities and Risks

The refreshed Local Outcome Improvement Plan 2016-26 enables Community Planning Aberdeen to refocus on those priority areas that rely on Partners working together and with communities to learn how to work differently to achieve new levels of improvement. Success will depend on the drive and passion of the Partnership working with wider sectors and communities. The Summary LOIP is intended to support greater collaboration and partnership working between the Partnership and all communities in Aberdeen.

Consultation

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

Community Engagement Group
Outcome Improvement Group Lead Contacts

Background Papers

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

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

[Community Planning Aberdeen Outcome Management and Improvement Framework](#)

Contact details:

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Local Outcome Improvement Plan (LOIP) In Summary

Welcome

A warm welcome from Community Planning Aberdeen. We are a group of public service organisations working in partnership to improve outcomes for and with people across the City, especially those most in need. All Councils in Scotland are required to have a Community Planning Partnership in place, there are 32 across Scotland.

Community Planning Aberdeen has 12 core partners, but we work alongside many more organisations and community groups. We are united in our desire to make things better for the people of Aberdeen through the delivery of the Local Outcome Improvement Plan (LOIP).



What is the Local Outcome Improvement Plan (LOIP)?

You may have heard people talking about the Local Outcome Improvement Plan (LOIP) – but do you know what it is and what it means for Aberdeen?

The LOIP is a document which sets out how Community Planning Aberdeen will improve outcomes for and with local people and communities. The vision set out in the LOIP is that Aberdeen will be ‘a place where all people can prosper’ by 2026. By this we mean that we want everyone in the city to have the same opportunities, regardless of their background or circumstances. To achieve this we have developed 15 goals that we are working to achieve over the next seven years. They cover three themes: Economy, People and Place, with over 100 improvement projects planned to help achieve our goals. This offers 100 opportunities for you to get involved!



The LOIP is a ten year plan which is reviewed in consultation with partners every two to three years to make sure that we are making a difference.

The LOIP is our city wide plan. We are also taking an area based approach to community planning in three priority areas:

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

These communities experience poorer outcomes than the rest of Aberdeen. We have established a Locality Partnership in these areas to help residents and professionals work together to tackle community issues through delivery of a Locality Plan. The Locality Plans detail the priorities for these communities and the improvement activity planned to help improve the area. For more information on the Locality Plans and Partnerships, visit www.communityplanningaberdeen.org.uk.

Economy

The Economy section of the LOIP details the actions we will take to improve our economy and increase employment opportunities in Aberdeen. These actions are known as our improvement projects. There are two outcomes in this section and 13 improvement projects that focus on improving Aberdeen's economy.

These projects focus on helping to **diversify Aberdeen's economy**, and **developing our workforce** through skills support and employment opportunities. We are also working to improve investment in the city and encourage economic growth in areas that will create even more opportunities for all.

BY 2026

Employment in priority sectors -
digital and creative,
FOOD AND DRINK, 
life sciences, tourism,
CONSTRUCTION,
and social care and health
- will increase by **10%**


90%
of working people
will earn the **Living Wage**



People (Children and Young People)

This section of the LOIP is all about making sure that every child and young person in Aberdeen has equal opportunities to thrive and prosper. In total, there are six outcomes within this section and over 40 improvement projects.

The projects we are working together to deliver include supporting vulnerable families, reducing inequalities for care experienced children and improving outcomes for young people in our priority localities. We want to improve our children and young people's **physical, mental and emotional health and wellbeing**. We will be delivering projects that tackle issues in these areas to lead to more positive outcomes. Other projects focus on improving **education experience and post-school opportunities**. Community Planning Aberdeen is also committed to gaining UNICEF Child Friendly City status.



BY 2026

 **95%**
OF CHILDREN
aged 0-5
will reach their
expected developmental
milestones on time

 **90%** of
children and
YOUNG PEOPLE
will report that
they feel **mentally well**

Aberdeen will be a
child friendly city
which supports
**ALL CHILDREN
TO PROSPER**



 **25% fewer**
YOUNG PEOPLE
under 18
will be charged
WITH AN OFFENCE

95% 
of care experienced children
AND YOUNG PEOPLE
will achieve the same levels
OF EDUCATION,
emotional wellbeing,
and positive destinations
AS THEIR PEERS

 **95%** of
young people living
IN OUR PRIORITY LOCALITIES
will move on to **education,**
EMPLOYMENT OR TRAINING
when they leave school

People (Adults)



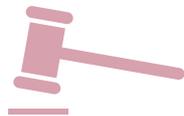
This section of the LOIP has four outcomes which include increasing **healthy life expectancy** (time lived in good health), reducing unsafe levels of alcohol consumption, **decreasing criminal convictions**, **lowering the number of drug related deaths** and making sure that opportunities are in place for positive, safe and successful lifestyles.

There are 45 improvement projects to help us reach these aims. These projects will focus on improving outcomes for people experiencing vulnerability or disadvantage, **building resilience in communities** and help people with substance misuse. Other projects focus on **early interventions** for people at risk of becoming involved with the justice system, using a **problem-solving approach** to working with people involved in offending, delivering targeted interventions aimed at reducing specific offences and **supporting people and families** affected.

BY 2026



The number of **drug related deaths** WILL BE LOWER THAN the Scottish average

25%  **FEWER PEOPLE each year** will have received a first court conviction

The rate of **HARMFUL LEVELS OF alcohol consumption**  will reduce by **4%**

HEALTHY LIFE EXPECTANCY - the amount of time people can expect TO LIVE IN GOOD HEALTH - **will be five years longer**



2% fewer people will be reconvicted within one year OF BEING SENTENCED

Place

This section of the LOIP is about how we can do even more to promote and improve the positive qualities of Aberdeen as a place to live, work, and visit. The quality of the place we live in can impact on people's health and wellbeing. The outcomes in this section cover **reducing carbon emissions** in the city, **tackling food poverty** and **increasing active travel** across the population of Aberdeen.

There are 9 improvement projects that will help us achieve these aims. These include reducing food poverty through extending food provision, supporting community pantries and promoting the benefits of **community food growing**. We are also working on reducing Aberdeen's carbon footprint through **reducing waste** and supporting active travel i.e. **increasing cycling and walking** across Aberdeen. We are also working with communities to prepare resilience plans to help communities to come together to support each other.



BY 2026



NO ONE
in Aberdeen
will go without food
due to poverty

To help tackle climate change,
Aberdeen's carbon emissions
will have reduced by

42.5% 



38% of people will walk
and **5% people will cycle**
AS THEIR MAIN MODE OF TRAVEL



How to get involved

To find out more and to read the full version of the Local Outcome Improvement Plan 2016-26, you can visit Community Planning Aberdeen's website, www.communityplanningaberdeen.org.uk.

If you would like to get involved in any of the improvement projects described in this document and want to be part of achieving our outcomes, please get in touch. We value your contribution and feedback. Please email:

communityplanning@aberdeencity.gov.uk



Community Planning Aberdeen

Progress Report	UNICEF Child Friendly Cities (Aberdeen)
Lead Officer	Eleanor Sheppard, Chief Education Officer
Report Author	Alison Cameron, Project Development Manager
Date of Report	10 June 2019
Governance Group	CPA Board – July 2019

Purpose of the Report
This report is to update members on what our current status is with regards to the UNICEF Child Friendly City programme and outline the next steps for progression within the accreditation process.

Summary of Key Information
<p>1.1 BACKGROUND</p> <p>UNICEF Child Friendly Cities and Communities is a worldwide programme. The programme was launched in 1996, is active in 24 countries and supports cities and communities to put the human rights of children and young people at their heart to become truly Child Friendly.</p> <p>The global programme aims to translate UNICEF’s mission - to advance children’s rights and wellbeing - into action at a local level by using the UN Convention on the Rights of the Child to work with political leaders, young people, social workers, community organisations and others, to make sure children have a say in shaping local services.</p> <p>UNICEF believe that this approach will help create neighbourhoods, communities and cities where children and young people are treated with dignity, have a say in decisions that affect them, experience services that are built with and for them, know what services are available and feel safe and prioritised.</p> <p>THE CHILD FRIENDLY CITY PROGRAMME</p> <p>UNICEF has piloted the ‘Child Friendly Cities’ approach in a number of countries and have concluded that the approach can practically support local authorities to:</p> <ul style="list-style-type: none"> • Understand their local child and youth population better. • Make services more child-centred, user-friendly, outcome-focused and tailored to the specific needs of children and young people. • Strengthen and improve multi-agency working across the community.

- Increase staff confidence in working directly with and involving children and young people while creating a feedback loop that drives ongoing service improvement.
- Drive innovation.
- Improve outcomes for children and young people.
- Provide a unifying umbrella for a range of local strategies, initiatives, services and agencies focused on improving child well-being.

The programme takes 3-5 years to implement and is structured around a number of thematic 'badges' which are underpinned by a self-evaluation framework. Some 'badges' are mandatory, but a level of flexibility exists to ensure that the programme can be tailored to meet the priorities and ambitions of each city. UNICEF will offer on-going support and guidance throughout the programme, this can include, staff training and focus group evaluation sessions.

ABERDEEN AS A CHILD FRIENDLY CITY

Aberdeen was one of only 4 cities invited to join the programme following a successful expression of interest in January 2017. The other Local Authorities accepted at the same time were London Borough of Barnet; Cardiff and Newcastle. Derry and Strabane also joined the programme earlier this year.

The expression of interest emphasised the good work that has already taken place to embed a Child's Rights based approach in Aberdeen – for example most of our schools (78% as of June 2019) are now involved in the UNICEF Rights Respecting School Award, and we have also worked extensively with The Children's Parliament on the Imagineers project to shape the Partnership Local Outcome Improvement plan.

The expression of interest identified that to further embed this work, there was a need to:

- Embed rights-based approaches in all schools and services for children and young people.
- Ensure that all partners and teams across the council engage with young people around policy and provision in order to ensure that young people influence and inform Council and partnership approaches

The full benefits of the programme will only be realised through close partnership working and a range of actions are suggested to realise this. A range of partnership engagement opportunities were provided between September 2017 and February 2018 and, in September 2018, we received the final reports from UNICEF marking the end of the Discovery Phase.

These reports highlighted perceived areas of strength and areas for improvement which, combined with Local Authority data, supported the selected 'Thematic Badges' of

- Participating
- Child-Friendly Services and,
- Place.

Update:

- Governance structure reviewed as per the Board's decision of February 2019 to ensure that it was robust with clear remits and avoiding duplication of membership where possible. In light of this review, proposed new Governance arrangements attached at Appendix 1 for approval.
- Partnership Project Board established with initial meeting in July 2019
- Badge Rationale Report for UNICEF completed and submitted. Awaiting feedback to conclude Discovery Phase moving into the Action Plan Phase of the programme.
- As per the Board's decision of February 2019 to "instruct CFC Oversight board and ICS to support self-evaluation activity and submit an Action Plan proposal for agreement at next CPA Board meeting", with revised Governance there is not an Oversight Board and as such this Action Plan will be supported by Partnership Project Board and ICS for submission to CPA Board at meeting of September 9th 2019.
- Project Manager attended several local and national events in addition to working directly with Children's Parliament and Aberdeen City Youth Council to raise awareness of our commitment to becoming a Child Friendly City
- Project Lead network established with other cities involved for information sharing
- Safeguarding processes reviewed and completed
- UNICEF lead for Aberdeen now in post and liaising closely with Project Manager
- Communications Plan review in partnership with ACC Communications Team and submitted to UNICEF
- Training opportunities discussed with UNICEF to deliver training to Elected members and key decision-making bodies across Partnership in 'Introduction to Children's Rights in Practice (2 hours)

NEXT STEPS

Key Milestone	Timescale
Key decision-making bodies across Partnership & Elected Members training	End of 2019
Review of current Committee processes to take account of engagement and impact on children and young people	September 2019
Submission of draft Action Plan to UNICEF and ICS Board thereafter to CPA Board	To ICS / UNICEF ahead of Board August 14 th 2019 To CPA ahead of Board September 9 th 2019

Recommendations for Action

It is recommended that the CPA Board:

1. Note update activity.
2. Approval of revised Governance arrangements
3. Support training opportunities across Partnership
4. Instruct ICS Board to support Action Plan for submission to September CPA Board

Opportunities and Risks
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Partnership Project Board provides opportunity for coordinated strategic planning and operational delivery of Child Friendly Practices • Further training provides opportunity for the development of detailed understanding of Children’s Rights <p><u>Risks</u></p> <ul style="list-style-type: none"> • Delays in delivering training
Consultation
CPA Management Group
Background Papers
<ul style="list-style-type: none"> • Reviewed Governance Structure

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Governance Structure



Partners may decide to establish their own Project Team to look at elements of single agency practice improvement that cannot be realised through the multi-agency CPP

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Community Planning Aberdeen

Community Planning Aberdeen Dates and Deadlines 2020

Please note that draft reports should be submitted by the draft deadline in order for these to be considered at the pre meeting with the Chair. All draft reports should have received approval from their respective organisations and/or Outcome Improvement Group where applicable prior to submission. Report authors are not required to attend the CPA pre meetings.

Draft Report Deadline (10am unless otherwise stated)	Pre Meetings (all meetings commence at 2pm)	Report Deadline (10am unless otherwise stated)	Meeting Dates (all meetings commence at 2pm)
Community Planning Aberdeen Board (All meetings commence at 2pm)			
4 February 2020	12 February 2020	17 February 2020	26 February 2020
8 April 2020	15 April 2020	20 April 2020	29 April 2020
10 June 2020	17 June 2020	22 June 2020	1 July 2020
26 August 2020	2 September 2020	7 September 2020	16 September 2020
11 November 2020	18 November 2020	24 November 2020	3 December 2020
Community Planning Aberdeen Management Group (All meetings commence at 2pm unless otherwise stated)			
8 January 2020	15 January 2020	20 January 2020	29 January 2020
4 March 2020	11 March 2020	13 March 2020	24 March 2020
6 May 2020	13 May 2020	18 May 2020	27 May 2020
22 July 2020	29 July 2020	3 August 2020	12 August 2020
7 October	14 October 2020	20 October 2020	29 October 2020

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