



Community Planning Aberdeen Management Group

Meeting on WEDNESDAY, 11 AUGUST 2021 at 2.00 pm

**** Virtual - Remote Meeting, Aberdeen ****

B U S I N E S S

APOLOGIES

MINUTES

- 1.1 Minute of Previous Meeting of 2 June 2021 - for approval (Pages 3 - 14)
- 1.2 Minute of Meeting of the CPA Board of 7 July 2021 - for information
(Pages 15 - 22)

STRATEGIC BUSINESS

- 2.1 Review of Community Planning Aberdeen Membership, Leadership and Partner Representation (Pages 23 - 66)

CPA IMPROVEMENT PROGRAMME

- 3.1 CPA Improvement Programme 2021-2023 Reporting Processes (Pages 67 - 92)
- 3.2 Draft CPA Improvement Programme 2021-2023 (Pages 93 - 134)

GENERAL BUSINESS

- 4.1 Community Planning Budget 2019/20 - Q1 Budget Monitoring Report
(Pages 135 - 138)

FORWARD BUSINESS PLANNER AND FUNDING TRACKER

- 5.1 CPA Management Group Forward Planner (Pages 139 - 142)
- 5.2 Funding Tracker (Pages 143 - 150)
- 5.3 Date of Next Meeting - 19 October 2021

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COMMUNITY PLANNING ABERDEEN MANAGEMENT GROUP **2 JUNE 2021**

Present:- Angela Scott (Aberdeen City Council), Murray Main (Police Scotland) (Vice Chair), Gale Beattie (Sustainable City and Aberdeen City Council), Mervyn Bain (University of Aberdeen), Jamie Bell (Scottish Enterprise), Jillian Evans (NHSG and Sustainable City), Jill Franks (Sport Aberdeen), Allison Carrington (Aberdeen Prospers), Nicola Graham (Skills Development Scotland), Maggie Hepburn (ACVO), Derek McGowan (Community Justice Group and Resilient, Included and Sustainable), Graeme Simpson (Integrated Children's Services), Lavina Massie (Civic Forum) and Dave Black (GREC)

Also Present:- Dermot Craig (Aberdeen in Recovery), Elaine McConnachie, Anna Gale and Simon Rayner (Heath and Social Care Partnership), Michelle Cochlan, Martin Murchie, Neil Carnegie, Paul Tytler, Martin Smith, Colin Wright, Ishbel Greig, Matthew Reid (All Aberdeen City Council).

Apologies:- Richard Craig (Alcohol and Drugs Partnership), Sandra MacLeod (RIS and Health and Social Care Partnership), Pauline May (Nescol), Rab Dickson (Nestrans), and Scott Symon (Scottish Fire and Rescue Service)

Topic	Discussion/Decision	Action By
1. Welcome	<p>The Chair welcomed everyone to today's meeting and announced that Gale Beattie has been appointed as the Council's Director of Commissioning. Gale will take on the Chairmanship of the Management Group after the summer recess and will represent the Management Group on the CPA Board. Murray Main will continue as Vice Chair. Angela Scott will join the CPA Board as the Chief Executive of Aberdeen City Council.</p> <p>Members of the CPA Management Group congratulated Gale on her appointment.</p>	
2. Minute of Previous Meeting of 27 January 2021 for approval	<p>The Management Group had before it the minute of its meeting of 24 March 2021, for approval.</p> <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to agree the minute as a correct record; and (ii) to note all actions had been undertaken. 	

Topic	Discussion/Decision	Action By
3. Minute of Meeting of the CPA Board of 22 February 2021	<p>The Management Group had before it the draft minute of the CPA Board meeting of 22 February 2021 for information.</p> <p><u>The Management Group resolved:</u> to note the draft minute.</p>	
4. Draft Refreshed Local Outcome Improvement Plan 2016-26 and CPA Development Plan 2021-2022 Page 4	<p>The Management Group had before it a report which presented the draft refreshed Local Outcome Improvement Plan 2016-26 following a nine month development process.</p> <p>Michelle Cochlan spoke to the report and summarised the key changes which have been made to the LOIP which include:</p> <ul style="list-style-type: none"> • Increased focus on poverty through new Stretch Outcome 1 and new Anti-Poverty Outcome Improvement Group • 15 stretch outcomes remain but have been refreshed. • Contraction of improvement projects from 120 to 75 to sharpen focus on areas of greatest need • Lead Partner, baseline data and target population identified from the outset <p>A development plan has also been prepared to complement the LOIP, taking forward cross cutting themes for improvement which support all improvement work and ensure the partnership works better together.</p> <ul style="list-style-type: none"> • Quality Improvement Capacity building • Advice, support and coaching • Data and research • Cross cutting campaigns which have been identified to support multiple improvement projects, and would benefit from a coordinated approach • Leadership development 	

Topic	Discussion/Decision	Action By
Page 5	<p>Thanks were given by the Chair and Vice Chair for the comprehensive report and the appended LOIP and Development Plan. The Management Group went on to discuss the points below.</p>	
	<p>Murray Main emphasised the importance of the partners using the document to influence individual partner organisational plans at either a strategic, tactical or operational level. The Policing Plan takes the LOIP into consideration for service delivery in the North East. The LOIP will require strong leadership by the organisations represented on the Partnership and to use the document to influence services across the City. Angela Scott agreed and advised that the Chair and the Vice Chair of the Board have also raised this issue with her and intend on meeting with the Chief Executives of partner organisations to push for that alignment.</p>	All partners
	<p>Graeme Simpson welcomed the focus on poverty which is a cross cutting issue. He also raised that this might be an opportunity to review the improvement project charter documentation to ensure that focus and on other cross cutting issues, in particular the rights respecting agenda. Dave Black was introduced as a new member of the CPA Management Group, representing Grampian Region Equalities Council and agreed that equalities, protected characteristics and seldom heard groups might also be cross cutting themes to be explored in the charters. Michelle Cochlan was asked to consider how the charter could be adapted to reflect feedback.</p>	Michelle Cochlan/ Allison Swanson
	<p>Dave Black raised the importance of communicating back to communities how people have influenced the LOIP. He also questioned how realistic new Stretch Outcome One is – No one will suffer due to poverty by 2026. Derek McGowan explained that the stretch outcome had been introduced in response to increased poverty following the pandemic. Although we may not be able to eradicate poverty, we aspire to alleviate the immediate and acute suffering it can cause. Derek McGowan agreed to take comments back to the Anti Poverty Group to consider further.</p> <p>Under Stretch Outcome 10, Dave also queried how realistic the Hate Crime Project aim of 100% of incidents being reported is; and whether we are sending the right message with the improvement project aim to decrease the number of domestic abuse incidents</p>	Derek McGowan

Topic	Discussion/Decision	Action By
<div data-bbox="96 724 136 861" data-label="Page-Header">Page 6</div>	<p>reported. On the latter, Derek McGowan explained that an initial increase in reporting is expected to provide richer data that will support targeted interventions that will lead to the decrease in incidents. Graeme Simpson suggested that the project might be better framed as 100% of domestic abuse victims feeling supported than decreasing reporting. Derek McGowan, Chair of Community Justice Group undertook to take comments back to the Community Justice Group to consider further.</p> <p>A final point was made by Dave Black about the need to check the aims against the ultimate measures of improvement listed at the beginning of the LOIP against the refreshed stretch outcomes, in particular the carbon emissions aims needs to be realigned.</p> <p>Lavina Massie remarked on the cross cutting nature of poverty across all themes in the LOIP, noting that food poverty was previously part of the Place theme and could easily be part of the people theme as well as economy. The important point is how quickly we act to mitigate against the effects of poverty and that we do not wait for two years to do this but should instead aim for six months. Angela Scott reminded the Group that the LOIP is just the tip of the iceberg in terms of what we do collectively to tackle poverty and that individual organisations are also taking action individually.</p> <p>Jamie Bell observed that there seems to be a shift in thinking by national organisations and agencies. There is a clearer alignment between national strategy and local priorities in tackling inequalities.</p> <p>The report also advises that following approval of the LOIP by the CPA Board in July, the CPA Improvement Programme will be revised to ensure we are testing with communities at pace and to achieve all 75 improvement project aims over the next 2 years. A review of the CPA Structure will also be conducted to ensure it remains fit for purpose and that partners have the chance to refresh their membership on the Outcome Improvement Groups.</p>	<p>Derek McGowan</p> <p>Michelle Cochlan</p> <p>Allison Swanson</p>

Topic	Discussion/Decision	Action By
<div data-bbox="96 730 141 865" data-label="Page-Header">Page 7</div>	<p>The report recommended:- that the Management Group (a) Endorse the draft LOIP presented at Appendix 1 for submission to the CPA Board on 7 July 2021 and subject to approval by the Board agree that Partners be asked to update their strategic plans to align to the refreshed LOIP; (b) Endorse the proposal to introduce a new Anti Poverty Group to the CPA structure to lead on the delivery of new Stretch Outcome 1; (c) Consider the LOIP in conjunction with the draft Locality Plans (Item 2.2) which seek to connect the priority issues being tackled within the LOIP to community assets; (d) Consider the draft Development Plan at Appendix 2 and identify any further partner contributions to address the areas for improvement; (e) Note the analysis included at Appendix 3; and v) Agree next steps, specifically the public consultation on the draft LOIP to be held between 2-17 June prior to submission to the CPA Board.</p> <p><u>The Management Group resolved:</u> (i) to approve recommendation (a), noting that further changes may be made before submission to the Board to address the feedback above; (ii) and approve recommendation (b), (c), (d) and (e).</p>	<p>Michelle Cochlan/ Allison Swanson/ Derek McGowan</p>
<p>5. Draft Integrated Locality Plans 2021-26 - North, South and Central</p>	<p>The Management Group had before it a report which presented the first draft Locality Plans following approval by the CPA Board and IJB to the integration of Locality Planning for Community Planning Aberdeen and Aberdeen Health & Social Care Partnership. The plans underpin the refreshed Aberdeen City Local Outcome Improvement Plan, as well as individual partner plans, to cement a joint and coordinated approach between professionals and local communities to improve outcomes city wide and at a locality level.</p> <p>Michelle Cochlan spoke to the report and advised that an integrated locality planning group came together to progress the development of three plans for the North, South and Central localities with members of the communities. Paul Tytler, Martin Smith and Colin Wright who are responsible for leading locality planning for our most deprived communities are in attendance today. Also, Anna Gale and Elaine McConnachie who</p>	

Topic	Discussion/Decision	Action By
<div data-bbox="96 724 136 861" data-label="Page-Header">Page 8</div>	<p>are the public health coordinators who have been leading the process and engagement with communities in the wider North and Central Localities on behalf of the Community Planning Partnership. Michelle highlighted the power of work which has been taken forward by the joint team. The draft plans are testament to the excellent collaboration that has taken place between the public health coordinators and the locality inclusion managers and the relationships they have built with community members living in the areas. Also, working with the Community Planning Team, it has been possible to make the links between the aspirations and ideas of communities and what the Partnership is trying to achieve through the City wide LOIP. This alignment ensures we are taking an asset based approach and making the most efficient and effective use of partner and community resources.</p> <p>Lavina Massie reported that community members are very pleased with the extent to which they have been consulted on the development of the Locality Plans. On behalf of the Civic Forum, Lavina passed on thanks to the team behind the community events and producing the plans. A lot of people felt that they were getting the chance to be heard on issues important to them. Lavina also commented that looking across the three plans, although there is some similarity, there are some quite different ideas also. Whilst the Civic Forum agrees that support should be given to those communities that need it most, this approach helps provide a route for all community members voices to be heard.</p> <p>Gale Beattie agreed that is great to see the three locality plans come together and the effort to link in with the spatial planning team on the local place plans. It highlights the importance of all partners being quite deliberate in making sure we are using these structures to feedback to the community on any work we are doing in the localities. We need to capitalise on the work we have done so far.</p> <p>Graeme Simpson highlighted the pictorial approach used in the plans to present data and asked if we might take inspiration from the approach in the broader LOIP to engage communities. Angela Scott agreed that user friendly versions are important but that there is a substance to the full plans which we need to hold ourselves to account for delivery. Michelle Cochlan was asked to consider.</p>	<p>Michelle Cochlan</p>

Topic	Discussion/Decision	Action By
Page 9	<p>Murray Main asked the Locality Managers about the level of support there is from partners to take the plans forward. Martin Smith advised that from a North perspective the Partnership approach has been fundamental to what has been achieved so far and that local policing teams have been heavily involved in the preparation of the plans. Elaine McConnachie advised that a number of workshops were held specifically for frontline staff to contribute and attendance at these has been good. Michelle Cochlan added that the Locality Empowerment Groups are relatively new and partners will really be put to the test in the next stage when frontline staff are asked to work with community members to test their change ideas. However, we would take some confidence from how we have seen this working in or priority neighbourhoods.</p> <p>Angela Scott thanked public health colleagues and the locality inclusion managers for all the work that has been done on the plans and working with communities.</p> <p>The report recommended:-</p> <ul style="list-style-type: none"> (a) Endorse the draft Locality Plans presented at Appendix 1, 2 and 3 for submission to the CPA Board on 7 July 2021; (b) Consider the report in conjunction with the draft LOIP (Item 2.1) to understand the link with the priority issues being tackled by the wider Community Planning Partnership; (c) Note that plans for asset based community development to support the locality planning process will come forward as part of the revised Aberdeen City Community Learning and Development Plan in September 2021; (d) Note intentions to support communities to drive the further development of the locality plans, including the incorporation of 'local place plans' as explained at para 4.2; and (e) Agree next steps, specifically the public consultation on draft Locality Plans between 2-17 June prior to submission to the CPA Board <p><u>The Management Group resolved:-</u> to approve the recommendations</p>	

Topic	Discussion/Decision	Action By
6. Socio-Economic Rescue Plan 2020/2021 Page 10	<p>The Management Group had before it a report which provides a final update to Committee on the delivery of the Socio-Economic Rescue Plan 2020/21.</p> <p>Ishbel Greig introduced the report and explained that all actions are now completed, business as usual or will be incorporated in the refreshed LOIP.</p> <p>The report recommended:- that Management Group –</p> <p>(a) Note the completion of the Socio-Economic Rescue Plan in its current form and integration with the LOIP and CPA structure.</p> <p><u>The Management Group resolved:</u> to approve the recommendations</p>	
Locality Recovery Plans 2020/21	<p>The Management Group had before it a report which update on the Locality Recovery Plans 2020/21 to support the recovery of our priority localities</p> <p>The report recommended:-</p> <p>(a) Note progress against the Locality Recovery Plans for submission to the Community Planning Aberdeen Board on 7 th July 2021.</p> <p>(b) Request that Locality Inclusion Managers prepare a succinct easy read report setting out progress made through the delivery of the plans for approval by the Community Planning Board and subsequent publication</p> <p><u>The Management Group resolved:</u></p> <p>(i) to note the completion of the Locality Recovery Plans; and</p> <p>(ii) ensure that anything of continued relevance and importance is included within the Locality Plans</p>	Paul Tytler/ Martin Smith/ Colin Wright
8. Project End Report: Improve the Health and Wellbeing Outcomes for at	<p>The Management Group had before it a report which presented the results of the LOIP Improvement Project Aim to [Improve the Health and Wellbeing Outcomes for at least 50% of homeless people/program participants (30 individual participants) in the Housing First (HF) Pathfinder Program in Aberdeen City by Dec 2021] and seeks approval to end the project</p>	

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<div data-bbox="91 730 136 890" data-label="Page-Header">Page 11</div> <p>least 50% of homeless people/program participants (30 individual participants) in the Housing First Pathfinder Program in Aberdeen City by Dec</p>	<p>Derek McGowan introduced the report and provided a summary of the work undertaken by the project team to achieve the aim of the project. Angela Scott thanked the project team for the work carried out in relation to this project and for the good result achieved.</p> <p>The report recommended:- that the Management Group</p> <p>(a) Agree to recommend to the CPA Board on 7 July 2021 that testing is concluded and that this Improvement Project is brought to an end on the basis that it has achieved its outcomes target earlier than predicted and the Housing First model has now been accepted locally and nationally as the most appropriate intervention for those with multiple complex needs who experience cyclical homelessness.</p> <p>(b) Agree that there should be ongoing monitoring and evaluation of the local and national picture as reflected in the National Pathfinder Tracker attached, the purpose of this would be to establish a national KPI system to evidence the outcomes established through the Pathfinder programme and ensure that the fidelity of the Housing First model is maintained nationally.</p> <p><u>The Management Group resolved:</u> to approve the recommendation.</p>	
<p>9. Child Friendly City</p>	<p>The Management Group had before it a report which provided an update on our current status in regards to the Unicef Child Friendly City programme and outline of our next steps for progression within the accreditation process.</p> <p>Matt Reid introduced the report and highlighted that there has been some challenges in taking forward the programme due to the operational demands placed on partners during Covid. This has slightly delayed progress but the project plan has been adapted to take account of this and partners are coordinating and leading delivery of the revised programme.</p>	

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<div>Page 12</div>	<p>Angela Scott explained that, with the incorporation of children's rights in Scots Law and the duties it will place on public bodies, it is important to keep a close watching brief and keep this as a standing agenda item for future meetings. Matt Reid to include in a future update an assessment of how we measure up against Scottish Government guidance due to be released in the summer.</p> <p>The report recommended:- that the Management Group</p> <ul style="list-style-type: none"> (a) Continues to endorse our Child Friendly City work, promoting children's rights and engages with relevant training opportunities. (b) Receive future progress reports and monitor actions where necessary. (c) Note next steps. <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to approve the recommendations; (ii) request a further update at future meetings of the CPA Management Group; and to include in a future update an assessment of the CPA position against Scottish Government Guidance. 	Matt Reid
10. CPA Funding Tracker	<p>The Management Group had before it the CPA Funding Tracker.</p> <p><u>The Management Group resolved:</u> to note the CPA Funding Tracker.</p>	
11. CPA Forward Planner	<p>The Management Group had before it the CPA Forward Planner.</p> <p><u>The Management Group resolved:</u> to note the CPA Forward Planner.</p>	
12. Date of Next Meeting	The Management Group noted that its next meeting would be held on 11 August 2021 at 2pm.	

Topic	Discussion/Decision	Action By
13. Local Governance Review	<p>The Management Group has before it a report providing an update on the Scottish Government's local governance review to inform speculation on the potential implications for the planning of services.</p> <p><u>The Management Group resolved:</u> to note the report.</p>	

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COMMUNITY PLANNING ABERDEEN BOARD

7 July 2021
Virtual meeting

Present:- Councillor Laing (Chair)
Chief Superintendent George MacDonald (Police Scotland) (Vice Chair)
Sarah Chew (ACVO) (as a substitute for Paul O'Connor)
Heather Crabb (as a substitute for Karl Leydeker) (University of Aberdeen)
Chay Ewing (Scottish Fire and Rescue Service) (as a substitute for Bruce Farquharson)
Councillor Greig
Luan Grugeon (Integration Joint Board Chair)
Caroline Hiscox (Chief Executive, NHS Grampian)
Gordon MacDougall (Skills Development Scotland)
Lavina Massie (Civic Forum) (as a substitute for Jonathan Smith)
Councillor Alex Nicoll
Alistair Robertson (Aberdeen Active Partnership)
Angela Scott (Aberdeen City Council)
Susan Webb (Director of Public Health)
Councillor Wheeler

In Attendance:- Louise Ballantyne (NHS Grampian), Mike Burns (Aberdeen/Shire Housing First Pathfinder Program), Jillian Evans (Public Health, NHS Grampian), Rachel Harrison (NHS Grampian), Susan Harrold (NHS Grampian), Scott Symon (Scottish Fire and Rescue Service) and Jenna Young (NHS Grampian).

Also Present:- Neil Carnegie, Michelle Cochlan, Ishbel Greig, Derek McGowan, Graeme Simpson, James Simpson, Martin Smith, Allison Swanson, Paul Tytler and Colin Wright (all Aberdeen City Council).

Apologies:- Duncan Abernethy, Allison Carrington, Bruce Farquharson, Richard McCallum, Sandra McLeod, Ken Milroy, Paul O'Connor, Jonathan Smith and Professor Richard Wells.

Topic	Discussion/Decision	Action By
1. Declarations of Interest	There were no declarations of interest.	

Topic	Discussion/Decision	Action By
2. Minute of Previous Meeting of 28 April 2021	<p>The Board had before it the minute of its previous meeting of 28 April 2021, for approval.</p> <p><u>The Board resolved:-</u> to approve the minute as a correct record.</p>	
3. Draft Minute of the CPA Management Group meeting of 2 June 2021	<p>The Board had before it the minute of the CPA Management Group meeting of 2 June 2021, for information.</p> <p><u>The Board resolved:-</u> to note the draft minute.</p>	
4. CPA Board Forward Business Planner	<p>The Board had before it the Forward Business Planner.</p> <p><u>The Board resolved:-</u> to agree the Forward Business Planner.</p>	
5. Final Draft Refreshed Local Outcome Improvement Plan 2016-2026 and CPA Development Plan 2021-2022	<p>The Board received a video presentation before a report on the changes to the refreshed LOIP.</p> <p>Michelle Cochlan advised that the report presented the final draft refreshed Local Outcome Improvement Plan 2016-26, following a nine month development process. Ms Cochlan noted that the refresh took place in the context of the Covid-19 pandemic and at a time of recovery, as well as renewal. She was joined by colleagues who set out how the LOIP refreshed for 2021 would adapt in the face of changed circumstances:</p> <ul style="list-style-type: none"> • Economy: Proposed new Stretch Outcome 1 – Derek McGowan – No one will suffer due to poverty by 2026; • Economy: Ishbel Greig - Stretch Outcomes 2 and 3; • People (Children & Young People) Graeme Simpson - Stretch Outcomes 4, 5, 6, 7, 8 and 9; • People (Adults) Derek McGowan - Stretch Outcomes 10, 11 and 12; and • Place: Jillian Evans Stretch Outcomes 13, 14 and 15. <p>In response to a question regarding Improvement Project Aim 10.3, Mr McGowan advised that the aim was to reduce the occurrence of Domestic Abuse; not just the reporting.</p>	

Topic	Discussion/Decision	Action By
<div>Page 17</div>	<p>In response to a question regarding vacancies in Lead Contacts for some Outcome Improvement Groups, Derek McGowan confirmed that the Community Justice post had been filled, the Alcohol and Drugs post had been recruited and would start in due course. Finally, the post for the Anti-Poverty Group (Stretch Outcome 1) Lead Contact would also be required to be identified should the recommendation be approved.</p> <p>In response to a question regarding No one will suffer due to Poverty by 2026 - Mr McGowan replied that support covered pre and post covid such as existing initiatives including community pantries, unclaimed benefit and tackling fuel poverty.</p> <p>In response to comments from Gordon MacDougall and Heather Crabb, it was agreed that statements regarding partnership working and aligned strategies would be included on the Community Planning website.</p> <p>It was agreed that the LOIP video would be shared with the Board for wider distribution.</p> <p>The report recommended: that the CPA Board:</p> <ul style="list-style-type: none"> i) approve the final draft LOIP presented at Appendix 1 and agree that Partners be asked to update their strategic plans to align to the refreshed LOIP; ii) approve the proposal to introduce a new Anti Poverty Group to the CPA structure to lead on the delivery of new Stretch Outcome 1; iii) consider the LOIP in conjunction with the draft Locality Plans (Item 2.2) which seek to connect the priority issues being tackled within the LOIP to community assets; iv) approve the draft Development Plan at Appendix 2; v) note the analysis included at Appendix 3; and vi) agree next steps, specifically the production of easy read version of the LOIP . <p><u>The Board resolved:-</u> to agree the recommendations.</p>	<p>Michelle Cochlan/Allison Swanson</p> <p>Allison Swanson</p>

Topic	Discussion/Decision	Action By
<p>6. Final Draft Integrated Locality Plans 2021-26 - North, South and Central</p> <p>Page 18</p>	<p>The Board had before it a report presenting the final draft Locality Plans for North, South and Central following approval by the CPA Board and IJB to the integration of Locality Planning for Community Planning Aberdeen and Aberdeen Health & Social Care Partnership. Michelle Cochlan advised that the plans underpinned the refreshed Aberdeen City Local Outcome Improvement Plan, as well as individual partner plans, to cement a joint and coordinated approach between professionals and local communities to improve outcomes city wide and at a locality level.</p> <p>Inclusion Locality Managers Martin Smith, Colin Wright and Paul Tytler spoke to the reports.</p> <p>Next Steps – the Board was advised that the next steps were:</p> <ul style="list-style-type: none"> • Easy Read versions of locality plans to be developed and cascaded to communities - July 2021; • Revised CPA Improvement Programme to ensure a phased and coordinated approach to the initiation of improvement projects and testing with and by communities - September 2021; and • Post July, the Community Planning Team will continue to work with the Joint Locality Planning Team and Place Planning Team to ensure congruence between the LOIP, evolving Locality Plans and Local Place Plans. This will involve putting in place arrangements for ongoing collaboration, communication and reporting between the Outcome Improvement Groups and Community Groups <p>The Board noted that the Locality Plans had been well received at the IJB on 6 July 2021 where they had been endorsed and supported.</p> <p>It was agreed to explore promoting more widely the use of the locality planning email address for partners to contribute.</p> <p>The report recommended: that the CPA Board:</p> <ol style="list-style-type: none"> approve the final draft Locality Plans presented at Appendix 1, 2 and 3; consider the report in conjunction with the draft LOIP (Item 2.1) to understand the link with the priority issues being tackled by the wider Community Planning Partnership; 	<p>Michelle Cochlan</p>

Topic	Discussion/Decision	Action By
	<p>iii) note that plans for asset-based community development to support the locality planning process will come forward as part of the revised Aberdeen City Community Learning and Development Plan in September 2021;</p> <p>iv) note intentions to support communities to drive the further development of the locality plans, including the incorporation of 'local place plans' as explained at para 5.2; and</p> <p>v) agree the next steps, specifically the production of easy read version of the Locality Plans.</p> <p><u>The Board resolved:</u> to agree the recommendations.</p>	
<p>7. Socio-Economic Rescue Plan 2020/2021</p> <p>Page 19</p>	<p>The Board had before it a report providing a final update on the delivery of the Socio-Economic Rescue Plan 2020/21</p> <p>The report recommended: that the Board: note the completion of the Socio-Economic Rescue Plan in its current form and integration with the LOIP and CPA structure.</p> <p><u>The Board resolved:</u> to approve the recommendation.</p>	
<p>8. Locality Rescue Plans 2020/2021</p>	<p>The Board had before it a report presenting a monitoring update on the Locality Rescue Plans 2020/21 to support the rescue of priority localities.</p> <p>The report recommended: that the Board: note the completion of the Locality Rescue Plans in their current form and integration with the Integrated Locality Plans and CPA structure.</p> <p><u>The Board resolved:</u> to approve the recommendations.</p>	

Topic	Discussion/Decision	Action By
<p>9. Project End Report: Improve the Health and Wellbeing Outcomes for at least 50% of homeless people/program participants (30 individual participants) in the Housing First Pathfinder Program in Aberdeen City by Dec 2021</p> <p>Page 20</p>	<p>The Board had before it a report presenting the results of the LOIP Improvement Project Aim to [Improve the Health and Wellbeing Outcomes for at least 50% of homeless people/program participants (30 individual participants) in the Housing First (HF) Pathfinder Program in Aberdeen City by December 2021] and sought approval to end the project.</p> <p>Mike Burns - Chair of the City of Aberdeen/Shire Housing First Pathfinder Program, spoke to the report and stated that he was very proud of the hard work put in by the partnership of Aberdeen Cyrenians, Aberdeen Foyer, Turning Point and Aberdeen City Council that had consistently achieved the highest tenancy sustainment rates of the five Scottish pathfinder cities.</p> <p>The report recommended: that the Board</p> <ul style="list-style-type: none"> i) agree that testing is concluded and that this Improvement Project is brought to an end on the basis that it has achieved its outcomes target earlier than predicted and the Housing First model has now been accepted locally and nationally as the most appropriate intervention for those with multiple complex needs who experience cyclical homelessness; and ii) there should be ongoing monitoring and evaluation of the local and national picture as reflected in the National Pathfinder Tracker attached, the purpose of this would be to establish a national KPI system to evidence the outcomes established through the Pathfinder programme and ensure that the fidelity of the Housing First model is maintained nationally. <p><u>The Board resolved:</u> to agree the recommendations.</p>	
<p>10. Scottish Fire and Rescue Service – Long Term Vision Consultation</p>	<p>The Board had before it a report on the Scottish Fire and Rescue Service Long Term Vision (LTV) Consultation, for information and noting by Members. Chay Ewing – Scottish Fire and Rescue Service, introduced the paper and spoke to the report.</p> <p>Next Steps – the Board was advised that the next steps were:</p> <ul style="list-style-type: none"> • to encourage everyone to participate and share their views on the SFRS long-term vision; • to access the online survey from the SFRS website www.firescotland.gov.uk; and • to alternatively respond by email to SFRS.OurVisionConsultation@firescotland.gov.uk or mailed to FREEPOST, Scottish Fire and Rescue Service, Westburn Drive, Cambuslang, Glasgow G72 7NA 	

Topic	Discussion/Decision	Action By
	<p>The report recommended: that the Board</p> <ul style="list-style-type: none"> i) note the SFRS Long Term Vision consultation; and ii) participate in the consultation. <p><u>The Board resolved:-</u> to approve the recommendations.</p>	
<p>11. NHS Grampian Strategic Plan Development - Presentation</p> <p>Page 21</p>	<p>The Board received a presentation from Susan Harrold - Senior Planning Manager, NHS Grampian on the development of the NHS Grampian Strategic Plan for 2022-2028. Ms Harrold reported her presentation aimed:</p> <ul style="list-style-type: none"> • To set out the high-level timeline and approach to the development of the NHS Grampian Strategic Plan for 2022-2028; • Beginning of the process – seeking support and input at its inception, key to success is that this is developed in partnership – ensuring where relevant a cohesive and joined up approach to support improved population health; • Seek agreement from the CPA Board to support the development of the NHS Grampian Strategic Plan for 2022-2028; and • Drawing on the expertise of the Board, explore how we can maximise the opportunities for join-up to ensure the Plan has a positive impact on the health of Aberdeen City and Grampian populations <p>Timeline:</p> <ul style="list-style-type: none"> • Launch Group met 16 April 2021; • Phase I: Seeking Shared Understanding of Need, Designing the Future and Creating a Framework – June-August 2021; • Reflection, Analyse and Create initial Framework – August-mid September 2021; • Phase II: Co-creation of Strategic Plan - October-November 2021; • Seeking Support/Endorsement of Strategic Plan - December 2021-January 2022; • Approve Strategic Plan - February 2022. <p>Susan Harrold agreed to circulate a copy of the presentation.</p>	

Topic	Discussion/Decision	Action By												
	<u>The Board resolved:-</u> to note the information.													
12. Referral from Aberdeen City Council meeting of 21 June 2021 - Biodiversity of Aberdeen	The Board had before it a notice of motion by the Lord Provost to Council on 21 June 2021. <u>The Board resolved:-</u> to agree the referral and recommendation.													
13. 2022 Proposed Meeting Dates	The Board had before it proposed meeting dates for 2022: <table><tr><td>Management Group Meeting (commencing at 2pm)</td><td>26 January</td><td>23 March</td><td>1 June</td><td>17 August</td><td>26 October</td></tr><tr><td>CPA Board Meeting (commencing at 2pm)</td><td>23 February</td><td>20 April</td><td>6 July</td><td>14 September</td><td>30 November</td></tr></table> <u>The Board resolved:-</u> to agree the dates.	Management Group Meeting (commencing at 2pm)	26 January	23 March	1 June	17 August	26 October	CPA Board Meeting (commencing at 2pm)	23 February	20 April	6 July	14 September	30 November	
Management Group Meeting (commencing at 2pm)	26 January	23 March	1 June	17 August	26 October									
CPA Board Meeting (commencing at 2pm)	23 February	20 April	6 July	14 September	30 November									
14. Date of Next Meeting	The Board noted that its next meeting would be held on 15 September 2021 at 2pm.													



Community Planning Aberdeen

Progress Report	Review of Community Planning Aberdeen Membership, Leadership and Partner Representation
Lead Officer	Gale Beattie, Chair of CPA Management Group and Aberdeen City Council Director of Commissioning
Report Author	Michelle Cochlan, Community Planning Manager
Date of Report	2 August 2021
Governance Group	CPA Management Group – 11 August 2021

Purpose of the Report

This report provides information on current members of Community Planning Aberdeen and provides an overview of leadership and partner representation on the Outcome Improvement Groups. It also presents the revised Community Planning Aberdeen Constitution.

Summary of Key Information

1 BACKGROUND

- 1.1 The Aberdeen City [Local Outcome Improvement Plan \(LOIP\)](#) 2016-26 was refreshed for the second time on 7 July 2021. Underpinning the City Wide LOIP are three new [Locality Plans](#) for the North, South and Central areas of Aberdeen. Between them, these plans cover all of Aberdeen's neighbourhoods, including our most disadvantaged. The Locality Plans 2021-2026 supersede the Locality Plans published in 2017 which covered only our most disadvantaged neighbourhoods.
- 1.2 Since April 2017, seven Outcome Improvement Groups (OIGs) have been in operation to deliver the improvement aims within the LOIP. On 7 July 2021 it was agreed that an eighth OIG would be established as part of the [CPA structure](#): The Anti- Poverty Group. The CPA structure also includes six community led groups to help strengthen collaboration between Community Planning partners and communities. These include three new Locality Empowerment Groups established in 2020 for people living in the North, South and Central areas of Aberdeen. Also, three Priority Neighbourhood Partnerships which were established in 2017, specifically to engage people living in our most disadvantaged neighbourhoods within these localities.
- 1.3 This report provides an update on core and wider partners of Community Planning Aberdeen represented on the Outcome Improvements Groups. Partner organisations are currently reviewing their representation and leadership roles on these groups and therefore this is subject to change before submission to the CPA Board in September 2021.

2 COMMUNITY PLANNING ABERDEEN PARTNERS

- 2.1 The Community Empowerment Scotland Act 2015 identifies statutory Community Planning Partners. Since 2016, the Chair of Community Planning Aberdeen has extended an invitation to all statutory partners to become a member of the Partnership. Appendix 1 of this report provides a list of all statutory community planning partners and their level of representation on Community Planning Aberdeen. It is noted that the following partners have not responded to previous invitations to become members:
- Historic Environment Scotland
 - Scottish Sports Council
 - Visit Aberdeenshire (although were involved in short life working group for the Socio-Economic Rescue Plan)
- 2.2 The Community Justice Scotland Act 2016 also defines statutory community justice partners. These partners are represented on the Community Justice Group.
- 2.3 As well as the statutory partners, there are a number of non-statutory community planning partners which are critical to the delivery of the Local Outcome Improvement Plan and Locality Plans in Aberdeen. These partners have been invited to be represented on the CPA Board, Management Group and Outcome Improvement Groups and are considered to be 'Core CPA Partners'. See Appendix 1 for details of these partners and note core member Robert Gordon University is now represented at all levels of CPA.
- 2.4 Over the last five years since the LOIP was first published, we have built relationships with wider partners through our Outcome Improvement Groups. See Appendix 1 for wider partners and note new members Aberdeen Inspired and Federation of Small Business now represented on Aberdeen Prospers to support the longer term recovery of the City initiated through the Socio-Economic Rescue Plan.
- 2.5 Representation of other organisations, groups and communities on our Improvement Project Teams, Locality Empowerment Groups and Priority Neighbourhood Partnerships broadens the membership of the Partnership further still; which is to be continued, welcomed and encouraged.
- 2.6 We also have a growing number of [Aberdeen Responsible Business Partners](#). Although not necessarily members of our Outcome Improvement Groups, these businesses have and continue to be instrumental in supporting us to achieve our shared ambitions for the City. Long standing business partners such as Balfour Beatty, Robertson and CHAP continue to support young people and people living in our most disadvantaged communities. Organisations such as BP, TAQA and those involved in the Connect Golf Network have come through for us during the pandemic to offer support to those in need of digital equipment. Partners such as CNOOC, Barclays Bank and BITC are helping us to continue to connect with the private sector and build and nurture these relationships for the longer term.

3 LEADERSHIP AND PARTNER REPRESENTATION ON OIGS

- 3.1 The table below provides details of the current Chairs and Vice Chairs of the Outcome Improvement Groups. See also Appendix 2 for information on Lead Contact and partner representation on each group.

Outcome Improvement Group	Chair	Vice Chair
Anti-Poverty Group	Derek McGowan, Chief Officer Early Intervention & Community Empowerment, ACC	Lawrence Johnston, Business Development Manager, SCARF
Aberdeen Prospers	Allison Carrington, Skills Planning Lead (NE), SDS	Duncan Abernethy, Director of Business Development, NESCOL
Children's Services	Graeme Simpson, Chief Officer, Integrated Children's and Family Services, ACC	<u>Vacant</u>
Resilient, Included and Supported	Sandra McLeod, Chief Officer of Aberdeen Health and Social Care Partnership	Derek McGowan, Chief Officer Early Intervention & Community Empowerment, ACC
Alcohol and Drugs Partnership	Gale Beattie, Director of Commissioning, ACC	Dermot Craig, Recovery Communications & Development Officer, Aberdeen in Recovery
Community Justice Group	Derek McGowan, Chief Officer Early Intervention & Community Empowerment, ACC	Ian McKinnon, Chief Inspector, Partnerships and Events, PS
Sustainable City	Jillian Evans, Head of Health Intelligence, NHSG	David Dunne, Interim Chief Officer Strategic Place Planning, ACC
Community Empowerment Group	Michelle Cochlan, Community Planning Manager, ACC	Maggie Hepburn, CEO, ACVO & Jonathan Smith, Chair of Civic Forum

- 3.2 There is currently a vacancy for the Vice Chair of the Children's Services Board and the Partnership is seeking nominations from members for this role.

- 3.3 The Lead Contact role is to support the Chair and Vice Chair of the Outcome Improvement Group in the coordination and reporting of improvement activity. There is a vacancy for the Lead Contact of the Community Empowerment Group and the Partnership is seeking nominations from members for this role. The Lead Contact for Children's Services Board is also currently vacant, however this will be covered by the Strategic Performance Development Officer post which is currently being recruited to.
- 3.4 See Appendix 3 for the full list of current members for each Outcome Improvement Group. Note that partners are currently reviewing their representation on the groups to ensure that the right people are involved to lead and contribute to improvement projects and is therefore subject to change.
- 3.5 See Appendix 4 for the revised CPA Constitution following refresh of the LOIP and revised CPA Structure.
- 4 NEXT STEPS**
- 4.1 The CPA Board will be asked to approve the final version of this paper at the meeting on 15 September 2021. This will include any changes made by partners to the leadership and membership of groups following the review of resources currently being undertaken.
- 4.2 Subject to the agreement of the CPA Board, the information in this report will be used to update the CPA Induction Pack.

Recommendations for Action

It is recommended that members of the Management Group:

- i) Note the current core and wider membership of Community Planning Aberdeen summarised at Appendix 1;
- ii) Consider whether the statutory community planning partners listed at paragraph 2.1 should be again invited to join Community Planning Aberdeen or whether they are adequately represented through other forums;
- iii) Note leadership and partner representation on the Outcome Improvement Groups summarised at Appendix 2 and detailed in Appendix 3;
- iv) Consider the request for nominations for the vacant Vice Chair of the Children's Services Board and Lead Contact for the Community Empowerment Group; and
- v) Approve the revised CPA Constitution in Appendix 4.

Opportunities and Risks

Successful delivery of the Local Outcome Improvement Plan 2016-26 is reliant on strong partnership governance arrangements. The CPA structure ensures that CPA is effectively organised to deliver the Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 and meet its various statutory duties. The structure and membership of the various groups will be evaluated on an ongoing and systematic basis to ensure that the governance and accountability arrangements of CPA continue to be relevant and effective.

Consultation

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

Allison Swanson, Improvement Programme Manager
Outcome Improvement Groups
Partner Organisations

Background Papers

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

[Update on Leadership of Outcome Improvement Groups – CPA Board, 26 February 2019](#)

[Community Planning Aberdeen Nominations Summary – CPA Board, 18 May 2018](#)

[Partner Representation and Involvement in Improvement – CPA Board, 25 April 2018](#)

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

Contact details:

Michelle Cochlan
Community Planning Manager
Aberdeen City Council
Email: mcochlan@aberdeencity.gov.uk

APPENDIX 1

MEMBERS OF COMMUNITY PLANNING ABERDEEN

Organisation	Partner Status	Level of representation
Core CPA Partners		
Aberdeen City Council	Statutory	CPA Board, Management Group and 8 Outcome Improvement Groups
ACVO	Non-Statutory	CPA Board, Management Group and 6 Outcome Improvement Groups
AAP	Non-Statutory	CPA Board, Management Group and 2 Outcome Improvement Groups
Civic Forum	Non-Statutory	CPA Board, Management Group and 5 Outcome Improvement Groups
Health and Social Care Integration Joint Board	Statutory	CPA Board, Management Group and 6 Outcome Improvement Groups
Historic Environment Scotland	Statutory	<u>Invited but no response</u>
NHS Grampian	Statutory	CPA Board, Management Group and 4 Outcome Improvement Groups
NESTRANS	Statutory	CPA Board, Management Group, and 2 Outcome Improvement Groups
North East Scotland College	Statutory	CPA Board, Management Group, and 2 Outcome Improvement Groups
Police Scotland	Statutory	CPA Board, Management Group and 6 Outcome Improvement Groups
New: Robert Gordon University	Non-Statutory	CPA Board, Management Group and 3 Outcome Improvement Group
Scottish Enterprise	Statutory	Management Group and 1 Outcome Improvement Group
Scottish Fire and Rescue Service	Statutory	CPA Board, Management Group and 5 Outcome Improvement Groups
Skills Development Scotland	Statutory	CPA Board, Management Group and 1 Outcome Improvement Group
Scottish Environment Protection Agency	Statutory	Sustainable City Group
Scottish Natural Heritage	Statutory	Sustainable City Group
Scottish Sports Council	Statutory	<u>Invited but no response</u>
University of Aberdeen	Non-Statutory	CPA Board, Management Group and 3 Outcome Improvement Group
Visit Aberdeenshire	Statutory	<u>Invited but no response</u>
Wider Partners		
Alcohol & Drugs Action	Non-Statutory	Alcohol & Drugs Partnership

Aberdeen Foyer	Non-Statutory	Children's Services Board
New: Aberdeen Inspired	Non-Statutory	Aberdeen Prospers
Aberdeen in Recovery	Non-Statutory	Alcohol & Drugs Partnership
CFine	Non-Statutory	Anti-Poverty Group
Crown Office & Procurator Fiscal Service	Statutory Community Justice Partner	Community Justice Group
Culture Aberdeen	Non-Statutory	Aberdeen Prospers
Department for Work and Pensions	Non-Statutory	Anti-Poverty Group and Aberdeen Prospers
Elevator UK	Non-Statutory	Aberdeen Prospers
New: Federation of Small Businesses	Non-Statutory	Aberdeen Prospers
Home Energy Scotland	Non-Statutory	Sustainable City Group
Home Start	Non-Statutory	Children's Services Board
SCARF	Non-Statutory	Anti-Poverty Group
Scottish Ambulance Service	Non-Statutory	Alcohol & Drugs Partnership
Scottish Courts & Tribunals Service	Statutory Community Justice Partner	Community Justice Group
Scottish Children's Reporter Administration	Non-Statutory	Children's Services Board
Scottish Prison Service	Statutory Community Justice Partner	Community Justice Group and Alcohol and Drugs Partnership

APPENDIX 2 LEADERSHIP OF OUTCOME IMPROVEMENT GROUPS

Leadership Role	Anti-Poverty Group	Aberdeen Prospers	Children's Services Board	Resilient, Included and Supported	Alcohol and Drugs Partnership	Community Justice	Sustainable City	Community Empowerment Group
Chair	Derek McGowan, ACC	Allison Carrington, SDS	Graeme Simpson, ACC	Sandra McLeod, ACHSCP	Gale Beattie, ACC	Derek McGowan, ACC	Jillian Evans, NHS Grampian	Michelle Cochlan, ACC
Vice Chair	Lawrence Johnston, SCARF	Duncan Abernethy, NESCOL	Vacant	Derek McGowan, ACC	Dermot Craig, Aberdeen in Recovery	Ian McKinnon, Police Scotland	David Dunne, ACC	Jonathan Smith, Civic Forum Maggie Hepburn, ACVO
Lead Contact	Susan Thoms, ACC	Ishbel Greig, ACC	TBC, ACC	Anna Gale, AHSCP	Simon Rayner, AHSCP	Chris Parker, ACC	Jacqui Bell, NHS Grampian	Vacant
Core Members Represented	ACC ACVO HSCP NHS UoA	ACC ACVO Civic Forum NESTRANS NESCOL SE SDS UoA RGU	ACC ACVO HSCP NHS NESCOL PS SFRS SDS RGU	ACC ACVO AAP HSCP PS SFRS UoA RGU	ACC ACVO Civic Forum HSCP PS SFRS SDS	ACC Civic Forum HSCP NHS PS	ACC AAP Civic Forum NHS NESTRANS PS SFRS	ACC ACVO Civic Forum HSCP PS SFRS

APPENDIX 3 CURRENT GROUP MEMBERSHIP

Note CPA Partners have been invited to review representation for their organisation and the following is subject to change.

CPA Board

Member Organisation	Name of Representative	Role/ Designation
Aberdeen City Council	Jenny Laing	<u>Chair of CPA Board</u> and Council Leader
	John Wheeler	Elected member
	Alex Nicoll	Elected member
	Martin Greig	Elected member
	Angela Scott	Chief Executive
	Gale Beattie	Chair of CPA Management Group and Director of Commissioning
	Martin Murchie	Chief Officer, Data and Insights
	Michelle Cochlan	<u>Lead Contact</u> Community Planning Manager
	Allison Swanson	Improvement Programme Manager
ACVO	Paul O'Conner	Chair of ACVO
Active Aberdeen Partnership	Alistair Robertson	Managing Director of Sport Aberdeen
Civic Forum	Jonathan Smith	Chair of Civic Forum
Health and Social Care Integration Joint Board	Luan Gurgeon	Chair of IJB
NHS Grampian	Caroline Hiscox	Chief Executive
	Susan Webb	Director of Public Health
NESTRANS	N/A	
North East Scotland College	Ken Milroy	Regional Chair
Police Scotland	George MacDonald	<u>Vice Chair of CPA Board</u> and Chief Superintendent

Member Organisation	Name of Representative	Role/ Designation
New Member: Robert Gordon University	Duncan Cockburn	Director of Planning and Policy
Scottish Enterprise	N/A	
Scottish Fire and Rescue Service	Bruce Farquharson	Local Senior Officer and Area Manager
Skills Development Scotland	Gordon MacDougall	Head of Operations, North East Region
University of Aberdeen	Richard Wells	Vice Principal

CPA Management Group

Member Organisation	Name of Representative	Role/ Designation
Aberdeen City Council	Gale Beattie	<u>Chair of CPA Management Group</u> and Chair of ADP
	Allison Carrington	Chair of Aberdeen Prospers Group and Skills Planning Lead (NE)
	Graeme Simpson	Chair of Integrated Children's Services Board
	Derek McGowan	Chair of Anti-Poverty Group and Community Justice Group
	Martin Murchie	Chief Officer, Data and Insights
	Michelle Cochlan	<u>Lead Contact</u> Community Planning Manager
	Allison Swanson	Improvement Programme Manager
ACVO	Maggie Hepburn	Chief Executive of ACVO
Active Aberdeen Partnership	Jill Franks	Director of Healthy and Active Communities, Sport Aberdeen
Civic Forum	Lavina Massie	Vice-Chair of Civic Forum
Health and Social Care Integration Joint Board	Sandra McLeod	Chair of Resilient, Included and Supported Group and Chief Officer of Aberdeen Health and Social Care Partnership

Member Organisation	Name of Representative	Role/ Designation
NHS Grampian	Jillian Evans	Chair of Sustainable City Group and Head of Health Intelligence
NESTRANS	Rab Dickson	Director
North East Scotland College	TBC	TBC
Police Scotland	Murray Main	<u>Vice Chair CPA Management Group</u> and Superintendent
New Member: Robert Gordon University	Alison Watson	Planning Manager
Scottish Enterprise	Jamie Bell	Stakeholder & Partnership Manager
Scottish Fire and Rescue Service	Scott Symon	Group Manager
Skills Development Scotland	Nicola Graham	Area Manager
University of Aberdeen	Mervyn Bain	Head of Social Science (TBC)

Anti-Poverty Group

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	Derek McGowan	<u>Chair of Anti-Poverty Group</u> and Chief Officer for Early Intervention and Community Empowerment
	Neil Carnegie	Communities and Housing Area Manager
	Susan Thoms	<u>Lead Contact</u> and Programme Coordinator
	Paul Tytler	Locality Inclusion Manager
	Graeme Simson	Chief Officer, Integrated Children's and Family Services
	Eleanor Sheppard	Chief Education Officer
	Caroline Johnston	Quality Improvement Manager
	Jenny Cheyne	Quality Improvement Officer
ACVO	Susan Morrison	Partnership Manager
Active Aberdeen Partnership		
Civic Forum		
Health and Social Care Integration Joint Board	Sandra McLeod	Chief Officer of Aberdeen Health and Social Care Partnership
	Rachel Thomson	Health Improvement Officer
NHS Grampian	Tracy Davis	Child Health Commissioner
	Katie Cunningham	
NESTRANS		
North East Scotland College		
Police Scotland		
New Member: Robert Gordon University		
Scottish Enterprise		

Member Organisation	Name of Representative	Role/ Designation
Scottish Fire and Rescue Service		
Skills Development Scotland		
University of Aberdeen	John Bone	Interim Director, Social Inclusion and Cultural Diversity Challenge
Wider Partners		
SCARF	Lawrence Johnston	<u>Vice Chair of Anti-Poverty Group</u>
CFine	Graeme Robbie Fiona Rae	
Department for Work and Pensions	Paul Walsh	

Aberdeen Prospers Group

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	Ishbel Greig	Lead Contact
	Jamie Coventry	Economic Advisor, Economic Development
	Paul Tytler	Locality Inclusion Manager
	Mark Bremner	Cultural Policy and Partnership Officer
	Angela Taylor	Senior Project Officer
	Lori Manson	Opportunity For All Manager
ACVO	Maggie Hepburn	Chief Exec
	Susan Morrison	Partnership Manager
Active Aberdeen Partnership	N/A	
Civic Forum	Lavina Massie	Vice-Chair of Civic Forum
	Bob Farthing	Civic Forum
Health and Social Care Integration Joint Board	N/A	
NHS Grampian	N/A	
NESTRANS	Rab Dickson	Director
North East Scotland College	Duncan Abernethy	Vice Chair of Aberdeen Prospers and Director of Business Development
Police Scotland	N/A	
New Member: Robert Gordon University	Ruth Milne	Commercial Manager
Scottish Enterprise	Jamie Bell	Stakeholder & Partnership Manager
Scottish Fire and Rescue Service	N/A	
Skills Development Scotland	Allison Carrington	Chair of Aberdeen Prospers and Skills Planning Lead (NE)
	Julie Kean	SDS
University of Aberdeen	Liz Rattray	Research and Innovation Director

Member Organisation	Name of Representative	Role/ Designation
Wider Partners		
Department for Work and Pensions	David Crawford	Partnership Manager
Elevator UK	Roz Taylor	Operations Director
	Kirstie McLaughlin	Operations Manager
Culture Aberdeen	Margaret Stewart	Creative Partnerships Manager
New Member – Aberdeen Inspired	Innes Walker	City Centre Manager
New Member – Federation of Small Businesses	David Groundwater	Development Manager

Children's Services

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	Graeme Simpson	<u>Chair of Children's Services Board</u> Chair of Corporate Parenting Performance and Improvement Subgroup Chief Social Work Officer
	Andrea McGill	Service Manager – Chair of Youth Justice Subgroup
	Derek McGowan	Chief Officer
	Eleanor Sheppard	Chief Education Officer – Chair of Attainment and Transitions Subgroup
	Lousie Beaton	Early Years' Service Manger – Best Start in Life Subgroup
	Larissa Gordon	Virtual School Head Teacher – Corporate Parenting Performance and Improvement Subgroup
	Paul Tytler	Locality Inclusion Manager
	Kymme Fraser	Service Manager
	TBC	<u>Lead Contact</u> Strategic Performance Development Officer
ACVO	Maggie Hepburn	Chief Exec ACVO
Active Aberdeen Partnership	N/A	
Civic Forum	N/A	
Health and Social Care Integration Joint Board	Fiona Mitchelhill	Lead Nurse (School Nursing) - Chair of Best Start in Life Subgroup
	Nicola Anderson	Nursing Service Manager / Lead Health Visitor
	Simon Rayner	ADP Team Leader

Member Organisation	Name of Representative	Role/ Designation
NHS Grampian	Tracy Davis Alex Pirrie	Child Health Commissioner - Chair of Children's Mental Health Subgroup CAMHS Manager -Grampian – Children's Mental Health Subgroup
NESTRANS	N/A	
North East Scotland College	Robin McGregor	Vice-Principal Curriculum and Quality
Police Scotland	Neil McDonald	Chief Inspector
New Member: Robert Gordon University	David Humphrey	Senior Lecturer
Scottish Enterprise	N/A	
Scottish Fire and Rescue Service	Richard Findlay	Station Manager
Skills Development Scotland	Nicola Graham	Area Manager – Attainment and Transitions Subgroup
University of Aberdeen	N/A	
Wider Partners		
Aberdeen Foyer	Leona McDermid	Chief Exec. – Attainment and Transitions Subgroup
HomeStart	Eleanor McEwan	General Manager – Best Start in Life Subgroup
Scottish Children's Reporter Administration	Roma Bruce Davies	Locality Reporter Manager

Note:

Vice Chair Role is Vacant

Resilient, Included, Supported Group

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	Derek McGowan	<u>Vice Chair of RIS Group</u> and Chief Officer for Early Intervention and Community Empowerment
ACVO	Jane Russell	Partnership Manager
Active Aberdeen Partnership	Jill Franks	Director of Healthy and Active Communities, Sport Aberdeen
Civic Forum	N/A	
Health and Social Care Integration Joint Board	Sandra McLeod	<u>Chair of RIS Group</u> and Chief Officer of Aberdeen Health and Social Care Partnership
	Anna Gale	<u>Lead Contact</u> and Public Health Coordinator
	Kevin Dawson	Lead for Community Mental Health, Learning Disabilities and Substance Misuse Services
	Simon Rayner	ADP Team Leader
NHS Grampian	N/A	
NESTRANS	N/A	
North East Scotland College	N/A	
Police Scotland	Darren Bruce	Chief Inspector
New Member: Robert Gordon University	Flora Douglas	Reader
Scottish Enterprise	N/A	
Scottish Fire and Rescue Service	Richard Findlay	Station Manager
	Bryan Nelson	SFRS
Skills Development Scotland	N/A	
University of Aberdeen	Leone Craig	Teaching Fellow in Applied Health Sciences

Community Justice Group

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	Derek McGowan	Chair of the Community Justice Group and Chief Officer Early Intervention and Community Empowerment
	Chris Parker	Lead Contact and Community Justice Officer
	Neil Carnegie	Communities and Housing Area Manager
	Graeme Simpson	Chief Officer, Integrated Children's and Family Services
ACVO	Susan Morrison	Partnership Manager
Active Aberdeen Partnership	N/A	
Civic Forum	David Henderson	Community Representative
Health and Social Care Integration Joint Board	Claire Wilson	Lead Social Work Officer
	John Donaghey	Lead Nurse, MH&LD Services
	Jane Fletcher	Head of Hosted Mental Health & Learning Disability Services
	Lesley Simpson	Service Manager Criminal Justice
	Simon Rayner	ADP Team Leader
NHS Grampian	John Mooney	Consultant in Public Health
NESTRANS		
North East Scotland College	N/A	
Police Scotland	Ian McKinnon	Vice-Chair of Community Justice Group and Chief Inspector, Partnerships and Events
	Carron McKellar	Det Chief Inspector, VAWP Chair
New Member: Robert Gordon University	N/A	
Scottish Enterprise	N/A	

Member Organisation	Name of Representative	Role/ Designation
Scottish Fire and Rescue Service	Scott Symon	Group Manager
Skills Development Scotland	Nicola Graham	Area Manager
University of Aberdeen	N/A	
Statutory Community Justice Partners		
Scottish Courts & Tribunals Service	Jeff Newman Sherriff Morag McLaughlin	Sherriff Clerk, Aberdeen Sherriff
Crown Office & Procurator Fiscal Service (representing Scottish Ministers)	Eilidh Wright	Assistant Procurator Fiscal, COPFS
Scottish Prison Service	Mike Hebden	Governor, HMP&YOI Grampian
Wider Partners		
Community Justice Scotland	Karyn McCluskey	Chief Executive

Alcohol and Drugs Partnership

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	Gale Beattie Marie Boulton Tam Walker Steve McConnachie	<u>Chair of the ADP</u> ACC Councillor Service Manager Clinical Practitioner
ACVO	N/A	
Active Aberdeen Partnership	N/A	
Civic Forum	Aileen Davidson	Civic Forum and Regeneration Matters Representative
Health and Social Care Integration Joint Board	Simon Rayner Claire Wilson	<u>Lead Contact</u> and ADP Team Leader
NHS Grampian	John Mooney	Public Health
NESTRANS	N/A	

Member Organisation	Name of Representative	Role/ Designation
North East Scotland College	N/A	
Police Scotland	Neil McDonald Ian McKinnon Darren Bruce	Chief Inspector Chief Inspector Chief Inspector
New Member: Robert Gordon University	N/A	
Scottish Enterprise	N/A	
Scottish Fire and Rescue Service	N/A	
Skills Development Scotland	N/A	
University of Aberdeen	N/A	
Wider Partners		
Scottish Prison Service	Paul Smith	
Aberdeen in Recovery	Dermot Craig	Vice Chair Recovery Communications & Development Officer
Alcohol & Drugs Action	Fraser Hoggan	CEO
Scottish Ambulance Service	Mary Munro	Clinical Effectiveness Lead Drug Harm Reduction

Sustainable City Group

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	David Dunne	<u>Vice Chair Sustainable City Group</u> and Interim Chief Officer – Strategic Place Planning
	Sinclair Laing	Team Leader - Environmental Policy
	Steven Shaw	Environment Manager
	Neil Carnegie	Communities and Housing Area Manager
	Joanna Murray	Team Leader TS&P
	Kris Hultman	Waste Strategy Manager
	Pam Walker	Waste and Recycling Manager
	Fiona Mann	Emergency Plan, Resilience & Civic Lead
ACVO	N/A	
Active Aberdeen Partnership	Jill Franks	Director of Healthy and Active Communities, Sport Aberdeen
Civic Forum	Ann Wakefield	Community Rep
	Lavina Massie	Community Rep
Health and Social Care Integration Joint Board	N/A	
NHS Grampian	Jillian Evans	<u>Chair of Sustainable City Group</u> and Head of Health Intelligence
	Jacqui Bell	<u>Lead Contact</u> and Public Health Researcher
	Joanne Riach	Public Health
	Emma Williams	
NESTRANS	Kelly Wiltshire	Transport Executive Travel Plan and Delivery
North East Scotland College	N/A	
Police Scotland	David Paterson	Chief Inspector
New Member: Robert Gordon University	N/A	
Scottish Enterprise	N/A	

Member Organisation	Name of Representative	Role/ Designation
Scottish Fire and Rescue Service	Richard Findlay	Station Manager
Skills Development Scotland	N/A	
University of Aberdeen	N/A	
Wider Partners		
SEPA	Emma Christie Karin Bloodworth	
Scottish Natural Heritage	Sue Lawrence	
Home Energy Scotland	David Mackay	

Community Empowerment Group

Member Organisation	Name of Representative	Role/ Designation
Core CPA Partners		
Aberdeen City Council	Michelle Cochlan	<u>Chair of Community Empowerment Group</u> and Community Planning Manager
	Fiona Clark	Service Manager, Libraries & Community Learning
	Colin Wright	Community Learning and Development Manager
	Martin Wyllie	Transformation and Improvement Advisor
	Susan Thoms	Programme Coordinator
	Anne McAteer	Research Officer
	Rachel Harrison	Senior Housing Officer
ACVO	Maggie Hepburn	<u>Vice Chair</u> and CEO of ACVO
Active Aberdeen Partnership	N/A	
Civic Forum	Jonathan Smith	<u>Vice-Chair</u> of Community Engagement Group and Chair of Civic Forum
Health and Social Care Integration Joint Board	Gordon Edgar	Development Officer
NHS Grampian	N/A	
NESTRANS	N/A	
North East Scotland College	N/A	
Police Scotland	Darren Bruce	Chief Inspector
Scottish Enterprise	N/A	
Scottish Fire and Rescue Service	Scott Symon	
Skills Development Scotland	N/A	
University of Aberdeen	N/A	
New Member: Robert Gordon University	N/A	
Wider Partners		
Grampian Regional Equality Council	Dave Black	General Manager

Member Organisation	Name of Representative	Role/ Designation
Scottish Care	Wendy Henderson	Independent Sector Lead, Aberdeen City and Scottish Borders

Note:

Lead Contact Role is Vacant

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Community Planning
Aberdeen

Community Planning Aberdeen
Constitution
July 2021

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1. Introduction

1.1 The Community Empowerment (Scotland) Act 2015 places Community Planning Partnerships (CPPs) on a statutory footing and imposes duties on them around the planning and delivery of local outcomes with a view to reducing inequalities which result from socio-economic disadvantage. It requires CPPs to produce a Local Outcome Improvement Plan (LOIP) which is underpinned by three Locality Plans; reporting on these annually.

1.2 The Community Empowerment Scotland Act 2015 stipulates the following statutory community planning partners.

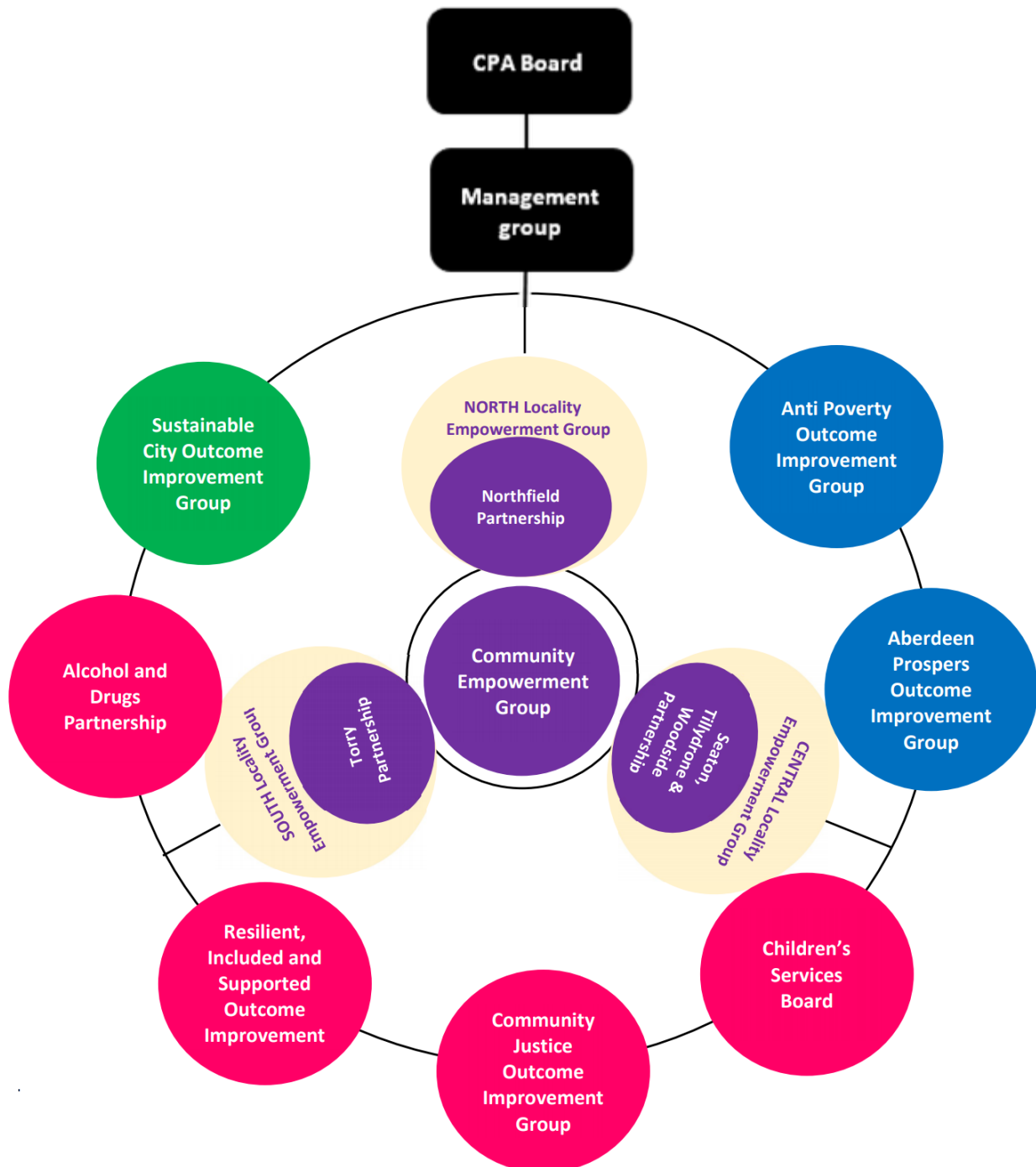
Local Authority
The Board of Management of a Regional College designated
The Chief Constable of the Police Service of Scotland
The Health Board
Highlands and Islands Enterprise
Historic Environment Scotland
Integration Joint Board
A National Park authority whose area includes the whole or part of the area of the local authority
A regional strategic body specified in schedule 2A to the Further and Higher Education (Scotland) Act 2005 which is situated in the area
Scottish Enterprise
The Scottish Environment Protection Agency
The Scottish Fire and Rescue Service
Scottish Natural Heritage
The Scottish Sports Council
The Skills Development Scotland
A Regional Transport Partnership
Visit Scotland

1.3 These partners are equally responsible for ensuring the CPA delivers on the commitments within the Local Outcome Improvement Plan and Locality Plan. This includes deploying resources in support of agreed outcomes in a way which promotes prevention. Partners are also individually responsible for how they act as partners to help ensure that these commitments are fulfilled.

1.4 In delivering the LOIP and Locality Plans, the Partnership will take cognisance of emerging local data, business intelligence and national agendas to ensure that improving outcomes continues to be the core business of the Partnership. Developments in the national public health reform agenda will continue to inform our improvement work to ensure the Partnership contributes to a healthier Scotland.

2. Community Planning Aberdeen

- 2.1 Community Planning Aberdeen is the name of Aberdeen City's Community Planning Partnership. The accountability structure of the Partnership is detailed below. It comprises of 12 groups established to ensure the Partnership is effectively organised to deliver on the LOIP and locality planning.



3. Board

3.1 Role

- 3.1.1 The CPA Board provides strategic leadership and direction for Community Planning across Aberdeen. This includes scrutinising the overall delivery of progress against the Local Outcome Improvement Plan (LOIP) and the Locality Plans.

3.2 Membership

- 3.2.1 The membership of the CPA Board consists of:

- Council Leader
- 3 Aberdeen City Council Councillors
- Chair of the Aberdeen Health and Social Care Partnership
- Chair of ACVO
- Chair of Aberdeen Civic Forum
- Regional Chair of North East College
- Chief Executive of ACC
- Chief Executive of NHS Grampian
- Director of Public Health – NHS Grampian
- Senior Police Scotland representative – Chief Superintendent
- Senior Scottish Fire and Rescue Service representative
- Senior University of Aberdeen – Senior Vice-Principal
- Senior Skills Development Scotland representative
- Representative from the Active Aberdeen Partnership
- Scottish Government Location Director (non-voting)

- 3.2.2 Statutory Community Planning Partners, as listed at para 1.2 are invited to have representation on the CPA Board and will be added to the membership as and when approved by the CPA Board.

- 3.2.3 Other organisations can be co-opted onto the Board when appropriate. Any additions to or removals from the current membership will be determined by the CPA Board.

- 3.2.4 Partners can arrange a substitute member with appropriate authority to represent and take decisions on behalf of their organisation.

3.3 Chair/Vice Chair

- 3.3.1 The Chair of the CPA Board will be the Leader of Aberdeen City Council.

- 3.3.2 In the event Aberdeen City Council appoints Co-leaders, the Co-Leaders will determine who will undertake this role, and will notify the Chief Executive of Aberdeen City Council.

- 3.3.3 The Vice Chair will be appointed by the CPA Board.

3.4 Remit and Responsibilities

- Set the strategic vision for Community Planning Aberdeen to improve outcomes for individuals, families and communities with a view to reducing inequalities of outcome which result from socio-economic disadvantage and taking consideration the national outcomes established by the Scottish Government.
- Prepare and publish a LOIP which sets out how the Partnership will achieve its vision by working together with partners and communities citywide.
- Prepare and publish Locality Plans, in partnership with communities, for those areas where people experience significantly poorer outcomes than other people across the City as a result of socio-economic disadvantage.
- Ensure delivery of the LOIP and Locality Plans via the CPA Management Group and Locality Empowerment Groups and Priority Neighbourhood Partnerships.
- Ensure the delivery of the Outcome Management and Improvement Framework through the Management Group and Locality Empowerment Groups and Priority Neighbourhood Partnerships.
- Prepare and publish an Annual Report.
- Scrutinise the delivery of the LOIP and Locality Plans through consideration of the Annual Report and other performance reporting mechanisms throughout the year.
- Ensure people and communities are effectively engaged in the decisions made on public services that affect them in Aberdeen through the implementation of the CPA Engagement, Participation and Empowerment Strategy.
- Set and approve an annual budget, deploying resources in support of the outcomes within the LOIP and Locality Plans.
- Delegate authority to the CPA Management Group to take decisions pertaining to its remit and responsibilities.
- Ensure that appropriate consultation has been followed.

3.5 Code of Conduct

- 3.5.1 In utilising their authority and carrying out the responsibilities delegated to them, Partners must comply with the terms of Code of Conduct for their respective organisation and where a Partner organisation does not have a Code of Conduct the Partner must adhere to the principles set out in the Councillor's Code of Conduct.

3.6 Governance and Reporting Arrangements

- 3.6.1 The Board must have at least 3 voting partners from different partner organisations to be quorate.
- 3.6.2 Should a vote be required, a ballot will be held and a simple majority of the votes cast will decide. Every voting partner will have one vote. If there are an equal number of votes, the Chair will have the casting vote.
- 3.6.3 The Board will aim to meet at least four times per year.
- 3.6.4 Board meetings will be open to the public, unless items of a confidential or exempt nature are to be discussed. In cases of exempt business the Board will take a decision to hold such items in private.

- 3.6.5 Where appropriate, decisions taken by the Board should be followed through by Partners reporting through their relevant decision making systems.
- 3.6.6 Copies of the agenda, minutes and reports will be available on the Community Planning Aberdeen website.

4. Management Group

4.1 Role

- 4.1.1 The Community Planning Aberdeen Management Group facilitates effective joint working across the CPA partners, to ensure delivery of the LOIP and Locality Plans remains on track and to advise the CPA Board of any additional action required to overcome barriers.
- 4.1.2 The Management Group is accountable to the CPA Board. It oversees the progress delivery by the six Outcome Improvement Groups, namely: Anti-Poverty Group, Aberdeen Prospers, Children's Services Board, Community Justice Group, Alcohol and Drugs Partnership, Sustainable City Group, and the Community Empowerment Group, Locality Empowerment Groups and Priority Neighbourhood Partnerships.

4.2 Membership

- 4.2.1 The membership of the CPA Management Group consists of:
- Chief Executive ACC
 - Chief Executive of ACVO
 - Chief Officer of Aberdeen Health and Social Care Partnership
 - Senior Executive NHS Grampian
 - Senior local representative from Police Scotland
 - Senior local representative from Scottish Fire and Rescue Service
 - Senior Executive from North East College
 - Senior Executive from University of Aberdeen
 - Senior Executive Scottish Enterprise
 - Senior Executive from Skills Development Scotland
 - Vice Chair of the Civic Forum
 - Representative from Active Aberdeen Partnership
 - Representative from NESTRANS
 - Representative from Grampian Racial Equalities Council
 - Chairs of Outcome Improvement Groups (non-voting)
- 4.2.2 Statutory Community Planning Partners, as listed at para 1.2 are invited to have representation on the CPA Management Group and will be added to the membership as and when approved by the CPA Board.
- 4.2.3 Community Planning Partners represented at CPA Board level are expected to also have representation on the CPA Management Group.
- 4.2.4 Other organisations can be co-opted onto the Management Group when appropriate. Any additions to or removals from the current membership will be determined by the CPA Management Group.

- 4.2.5 Partners can arrange a substitute member with appropriate authority to represent and take decisions on behalf of their organisation.

4.3 Chair/Vice Chair

4.3.1 The Chair of the CPA Management Group will be appointed by the Community Planning Aberdeen Board.

4.3.2 The Vice Chair will be appointed by the CPA Management Group.

4.4 Remit and Responsibilities

- Plan, oversee and be accountable for the timely and effective delivery and implementation of the LOIP and Locality Plans via the CPA structure.
- Oversee the delivery of the Outcome Management and Improvement Framework, including embedding the use of improvement methodology across the Partnership, via the CPA structure.
- Monitor and evaluate progress against the improvement aims within the LOIP and Locality Plans and take appropriate action to ensure delivery through the CPA structure.
- Ensure communities are engaged in the planning and delivery of CPA's priorities through implementation of the Engagement, Participation and Empowerment Strategy through the CPA.
- Identify and respond to proposed new legislation which impacts on the Partnership.
- Ensure that Community Planning is promoted within all partner organisations, including ensuring partner plans clearly articulate how they link to the Aberdeen City Local Outcome Improvement Plan and Locality Plans.
- Identify risks and barriers to effective delivery, and advise the CPA Board on mitigating action required at CPA Board level.
- Support effective links between all the groups and wider community planning discussions taking place at both a strategic and operational level.
- Scrutinise the use of resources throughout the financial period and determine any in year virements required.
- Take decisions on matters pertaining to their remit.

4.5 Code of Conduct

4.5.1 In utilising their authority and carrying out the responsibilities delegated to them, Partners must comply with the terms of Code of Conduct for their respective organisation and where a Partner organisation does not have a Code of Conduct the Partner must adhere to the principles set out in the Councillor's Code of Conduct.

4.6 Governance and Reporting Arrangements

4.6.1 The Management Group must have at least 3 voting members to be quorate.

4.6.2 The Management Group will aim to meet at least four times per year.

- 4.6.3 Where appropriate, decisions taken by the Management Group should be followed through by Partners reporting through their relevant decision making systems.
- 4.6.4 The Management Group will report to the CPA Board in line with the requirements of the CPA Outcome Management and Improvement Framework.
- 4.6.5 Copies of the agenda and minutes will be available on the Community Planning Aberdeen website.

5. Outcome Improvement Groups

5.1 There are seven Outcome Improvement Groups (OIGs) within the CPA structure. Each are responsible for delivering on relevant sections of the Local Outcome Improvement Plan. The Outcome Improvement Groups are:

- Anti-Poverty Group (Chaired by ACC)
- Aberdeen Prospers (Chaired by SDS)
- Integrated Children Services (Chaired by ACC)
- Resilient, Included and Sustainable (Chaired by ACHSCP)
- Alcohol and Drugs Partnership (Chaired by ACC)
- Community Justice Group (Chaired by ACC)
- Sustainable City (Chaired by NHSG)

5.2 Role

5.2.1 Each group leads and is responsible for actions which support delivery of the Local Outcome Improvement Plan and underpinning Locality Plans. They are responsible for ensuring progress against the stretch outcomes and improvement projects set for the priority area they lead on.

5.3 Remit

- Plan, oversee and be accountable for delivery of outcome improvement by Community Planning partners for the relevant stretch outcomes within the Local Outcome Improvement Plan and Locality Plans
- Deliver the stretch outcomes within the LOIP through the delivery of the LOIP improvement project aims
- Advise on, and be accountable for, how resources are aligned and allocated across Community Planning partners to support delivery of key actions
- Ensure communities are engaged in the planning and delivery of CPA's priorities through implementation of the Engagement, Participation and Empowerment Strategy and by liaising effectively with the Community Empowerment Group, Locality Empowerment Groups and Priority Neighbourhood Partnerships
- Ensure the effective management of performance and risk in relation to delivery of the priorities and improvement outcomes for which the Outcome Improvement Group has oversight and report progress to the CPA Board via the Management Group
- Identify risks and barriers to effective delivery and advise the CPA Management Group on mitigating action required at CPA Board level

5.4 Membership

5.4.1 Core community planning partners are invited to have representation on the CPA Outcome Improvement Groups. This includes statutory community planning partners and members of the Civic Forum. Other organisations can be co-opted onto the Outcome Improvement Groups when appropriate.

5.5. Chair/Vice Chair

- 5.5.1 The Chair of the Outcome Improvement Group will be appointed by the Management Group.
- 5.5.2 The Vice Chair, where considered appropriate, will be appointed by the Outcome Improvement Group.

5.6 Code of Conduct

- 5.6.1 In utilising their authority and carrying out the responsibilities delegated to them, Partners must comply with the terms of Code of Conduct for their respective organisation and where a Partner's organisation does not have a Code of Conduct the Partner must adhere to the principles in the Councillor's Code of Conduct.

5.7 Operating Model

- 5.7.1 Meeting frequency determined by the Outcome Improvement Group.

5.8 Governance and Reporting Arrangements

- 5.8.1 The Outcome Improvement Groups will report to the CPA Board, via the Management Group, in line with the requirements of the CPA Outcome Management and Improvement Framework which include, but not limited to, the following:
 - Quarterly Improvement Tracking Report
 - Annual Outcome Improvement Report
- 5.8.2 Copies of the agenda and minutes will be available on the Community Planning Aberdeen website.

6. Community Empowerment Group

6.1 Role

6.1.1 The Community Empowerment Group will oversee the new integrated locality planning arrangements to ensure they operate effectively in Aberdeen. The group will maintain an overview of the delivery of the Partnership's Engagement, Participation and Empowerment Strategy and participation requests and will advise and support the CPP Board, Management Group and Outcome Improvement Groups on effective approaches to engage and involve communities in the delivery of the LOIP and Locality Plans. It will be an important link between the strategic perspective of the CPA Board and the priorities and perspectives of communities across Aberdeen.

6.2 Remit

- Oversee the transition to the new Locality Planning arrangements and support the collaboration between the LEGs, Priority Neighbourhood Partnerships, Outcome Improvement Groups and wider community groups on shared priorities
- Assist in the removal of any barriers which exist in the delivery of the LEGs/ PNP's and connection with wider community groups and networks. This includes overseeing phase 2 of the Locality Planning Review
- Plan, oversee and be accountable for the development and delivery by Community Planning partners of the Engagement, Participation and Empowerment Strategy through the Locality Empowerment Groups and Priority Neighbourhood Partnerships
- Ensure Community Planning Aberdeen is meeting its statutory duties in relation to community engagement and participation, as prescribed by the Community Empowerment Scotland Act 2015
- Advise on effective practice on how to involve and engage with communities and promote consistency and cohesion of approach across Outcome Improvement Groups
- Oversee, understand and share best practice in terms of community development and engagement initiatives, for example volunteering, recruitment and training
- Oversee delivery of the Community Learning and Development Plan
- Oversee delivery of City Voice, including approval of questionnaires on behalf of Community Planning Aberdeen prior to issue to the city voice citizens panel

6.3 Membership

6.3.1 Core community planning partners are invited to have representation on the CPA Community Empowerment Group. This includes statutory community planning partners and members of the Civic Forum. This group will also include the Chairs of the Locality Empowerment Groups, Chairs of the Priority Neighbourhood Partnerships, representation from Community Learning and Development and representation from City Voice. Other organisations can be co-opted onto the Community Empowerment Group when appropriate.

6.4 Chair/Vice Chair

- 6.4.1 The Chair of the Community Empowerment Group will be appointed by the Management Group.
- 6.4.2 The Vice Chair, where considered appropriate, will be appointed by the Community Empowerment Group.

6.5 Code of Conduct

- 6.5.1 In utilising their authority and carrying out the responsibilities delegated to them, Partners must comply with the terms of Code of Conduct for their respective organisation and where a Partner's organisation does not have a Code of Conduct the Partner must adhere to principles in the Councillor's Code of Conduct.

6.6 Operating Model

- 6.6.1 Meeting frequency determined by the Community Empowerment Group.

6.7 Governance and Reporting Arrangements

- 6.7.1 The Community Empowerment Group will report to the CPA Board, via the Management Group, in line with the requirements of the CPA Outcome Management and Improvement Framework.
- 6.7.2 Copies of the agenda and minutes will be available on the Community Planning Aberdeen website.

7. Locality Empowerment Groups

7.1 Role

- 7.1.1 The Locality Empowerment Groups (LEGs) will support the development and delivery of the new Locality Plans in each of the three localities (North, South and Central (as set out in the table below)). These plans underpin the city wide Local Outcome Improvement Plan and individual partner strategies (e.g. ACHSCP Strategic Plan).

North	South	Central
1 Dyce 2 Danestone 3 Oldmachar 4 Denmore 5 Balgownie & Donmouth 6 Bucksburn 7 <u>Heathryfold</u> 8 <u>Middlefield</u> 9 Kingswells 10 <u>Northfield</u> 11 <u>Cummings Park</u> 12 Sheddocksley 13 <u>Mastrick</u> 14 Summerhill	1 Culter 2 Cults, Bielside & Milltimber 3 Hazlehead 4 Braeside, Mannofield, Broomhill & Seafield 5 Garthdee 6 Ferryhill 7 <u>Kincorth, Leggart & Nigg</u> 8 <u>Torry</u> 9 Cove	1 <u>Tillydrone</u> 2 Old Aberdeen 3 <u>Seaton</u> 4 <u>Woodside</u> 5 Hilton 6 <u>Stockethill</u> 7 <u>Ashgrove</u> 8 <u>George Street</u> 9 Froghall, Powis & Sunnybank 10 Midstocket 11 Rosemount 12 City Centre 13 Hanover 14 West End

The areas above that are underlined and in bold are our approved priority neighbourhoods.

7.2 Remit

- Work together to ensure the locality is a place where all people can prosper, regardless of their background or circumstances
- Engender collective ownership, leadership and responsibility for improving outcomes across the Locality
- Contribute to the population needs assessment for the Locality by drawing local data, information and community perspectives that deepen understanding of emerging needs and opportunities
- Co-produce, publish and keep under review a Locality Plan to deliver improved outcomes for people and communities across the locality to meet local need and capitalise local opportunities
- Engage in improvement activity, working alongside CPA partners and community groups and networks to test changes which aim to deliver the priorities within the Locality Plan
- Foster a close working and mutually supportive relationship with Priority Neighbourhood Partnerships, taking cognisance of the work happening in these areas of the locality, taking steps to support efforts or spread best practice across the locality as relevant

- Provide a voice on behalf of the people and communities across the locality. This will involve proactively engaging, connecting and collaborating with community members and community groups and networks
- Build and maintain effective working relationships with partners and/ or members of CPA Outcome Improvement Groups to maximise use of professional resources

7.3 Membership

- 7.3.1 The Locality Empowerment Groups are open to any community member or representative of community group/network living in the area that has an interest in working collectively to improve outcomes for the Locality.
- 7.3.2 Public service representation will be minimised to ensure the group is predominantly community led, with a minimal number of Partnership staff attending to facilitate and support community participation.

7.4 Chair/Vice Chair

- 7.4.1 The Chair of the Locality Empowerment Groups will be appointed by the Locality Empowerment Groups.
- 7.4.2 The Vice Chair, where considered appropriate, will be appointed by the Locality Empowerment Groups.

7.5 Operating Model

- 7.5.1 The Locality Empowerment Groups will hold regular meetings, at a frequency and time to be determined. A flexible approach will be taken to maximise participation in the LEGs. In addition to the regular meetings, whether these are face to face or virtual, we will explore and test further options for people to get involved in the LEGs. For example, focus groups, social media, digital forums.

7.6 Governance and Reporting Arrangements

- 7.6.1 The Locality Empowerment Groups will report to the CPA Board, via the Management Group, in line with the requirements of the CPA Outcome Management and Improvement Framework.
- 7.6.2 Copies of the agenda and minutes will be available on the Community Planning Aberdeen website.

8. Priority Neighbourhood Partnerships

8.1 Role

- 8.1.1 The Priority Neighbourhood Partnerships will ensure that North, South and Central Locality Plans include a specific and targeted plan for Aberdeen's current priority neighbourhoods. They will complement the Locality Empowerment Groups by taking a lead on tackling the issues unique to their neighbourhood which contributes to improvement across the wider Locality.

Locality	Priority Neighbourhood
North	Northfield, Mastrick, Middlefield, Heathryfold, Cummings Park
South	Torry
Central	Seaton, Woodside, Tillydrone

- 8.1.2 The remit of Priority Neighbourhood Partnerships contributes to and complements the work of the Locality Empowerment Groups for the priority neighbourhood area.

8.2 Remit

- Work together to ensure the neighbourhood is a place where all people can prosper, regardless of their background or circumstances
- Engender collective ownership, leadership and responsibility for improving outcomes across the neighbourhood
- Contribute to the population needs assessment of the neighbourhood by drawing local data, information and community perspectives that deepen understanding of emerging needs and opportunities
- Co-produce, publish and keep under review a plan to deliver improved outcomes for people and communities across the neighbourhood to meet local need and capitalise local opportunities
- Engage in improvement activity, working alongside CPA partners and community groups and networks to test changes which aim to deliver the priorities for the neighbourhood
- Provide a voice on behalf of the people and communities across the neighbourhood. This will involve proactively engaging, connecting and empowering wider community groups and networks
- Foster a close working and mutually supportive relationship with the Locality Empowerment Groups, seeking support or spreading best practice across the locality as relevant
- Build and maintain effective working relationships with partners and/ or members of CPA Outcome Improvement Groups to maximise use of professional resources

8.3 Membership

- 8.3.1 Membership of the Priority Neighbourhood Partnerships is determined at a local level based on local needs and priorities and aims to ensure that at least 50% of representation will be community representatives. Public service representation is capped to ensure the balance remains with communities. Representation may include the Locality Inclusion Manager, Local Police, Local Head Teacher and Local Health representative/ G.P.

8.4 Chair/Vice Chair

8.4.1 The Chair of the Priority Neighbourhood Partnership will be appointed by the Priority Neighbourhood Partnership.

8.4.2 The Vice Chair, where considered appropriate, will be appointed by the Priority Neighbourhood Partnership.

8.5 Code of Conduct

8.5.1 In utilising their authority and carrying out the responsibilities delegated to them, Partners must comply with the terms of Code of Conduct for their respective organisation and where a Partner's organisation does not have a Code of Conduct the Partner must adhere to the principles in the Councillor's Code of Conduct.

8.6 Operating Model

8.6.1 The Priority Neighbourhood Partnerships meet regularly throughout the year (this differs for each Partnership). They continue to explore and test ways of getting more people involved in the Priority Neighbourhood Partnerships. For example, focus groups, social media, digital forums.

8.7 Governance and Reporting Arrangements

8.7.1 The Priority Neighbourhood Partnerships will report to the CPA Board, via the Management Group, in line with the requirements of the CPA Outcome Management and Improvement Framework.

8.7.2 Copies of the agenda and minutes will be available on the Community Planning Aberdeen website.

Contacts

For further information about this constitution, please email communityplanning@aberdeencity.gov.uk if you have any queries, or visit our website <http://communityplanningaberdeen.org.uk/>.

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Community Planning Aberdeen

Progress Report	CPA Improvement Programme 2021-2023 Reporting Processes
Lead Officer	Gale Beattie, Chair of CPA Management Group and Aberdeen City Council Director of Commissioning
Report Author	Allison Swanson, Improvement Programme Manager
Date of Report	21 July 2021
Governance Group	CPA Management Group – 11 August 2021

Purpose of the Report

This report presents the reporting processes for supporting the delivery of the Community Planning Aberdeen Improvement Programme 2021-23 to be considered at item 3.2 on today's agenda.

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 7 July 2021. Within the refresh LOIP there remains 15 stretch outcomes which break down the overarching vision for Aberdeen as 'a place where all people can prosper' into specific, measurable improvement aims for 2026, but they have been refreshed, with the most notable changes being the addition of two new stretch outcomes, namely stretch outcome 1 'No one will suffer due to poverty by 2026' and stretch outcome 15 'Addressing the nature crisis by protecting/managing 26% of Aberdeen's area for nature by 2026'.
- 1.2 For each stretch outcome, there are a number of shorter term improvement projects which have been identified to deliver the longer terms outcomes. There has been a contraction of improvement project aims with the refreshed LOIP now having 75 LOIP projects and therefore providing a sharpened focus on areas which require collaboration from partners and application of improvement methodology.
- 1.3 The LOIP is complemented and underpinned by three Locality Plans which describe the Partnership's asset based approach to working with communities to harness the skills, knowledge, experience and ideas of communities in tackling priority issues. Through the Locality Plans, our communities have said what is important to them and what their priorities for improvement are. In all cases, there is a link between the aspirations of communities to the improvement aims within the LOIP and these connections are detailed in the Improvement Programme, as well as the Locality Plan.
- 1.4 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.

2 CPA IMPROVEMENT PROGRAMME 2021-2023 OUTCOME MANAGEMENT AND REPORTING PROCESSES

2.1 Community Planning Aberdeen will continue to take a programme management approach to coordinate the delivery of the 75 improvement projects in the refreshed LOIP as set out in the [Outcome Management and Improvement Framework](#). This signals the intention that the refreshed LOIP improvement projects will be prioritised to secure the achievement (not just initiation) of all 75 improvement aims over the course of the next two years. The programme for 2021-2023 is to be considered at item 3.2 on today's agenda.

2.2 To support the achievement and successful delivery of the LOIP improvement aims by 2023, a robust outcome and effective outcome management and reporting structure is required to ensure effective scrutiny and challenge and which covers the needs of the various audiences depending on their roles and responsibilities as set out below:

Audience	Requirement
Board	Regular reports to be able to monitor progress against the Stretch Outcomes and improvement project aims within the Local Outcome Improvement Plan and Locality Plans.
Management Group	Regular reports to be able to monitor progress against the Stretch Outcomes and improvement project aims within the Local Outcome Improvement Plan and Locality Plans and take appropriate action to ensure delivery through the CPA structure. Through reporting they identify risks and barriers to effective delivery and advise the CPA Board on mitigating action required at CPA Board level.
Outcome Improvement Group	Reporting to ensure the effective management of performance and risk in relation to delivery of the priorities and improvement outcomes for which the Outcome Improvement Group has oversight and report progress to the CPA Board via the Management Group.
Locality Empowerment Group/Priority Neighbourhood Partnerships	Require progress reports and updates to keep oversight of the engagement in and progress of improvement activity in Localities being taken forward alongside CPA partners and community groups and networks to test changes which aim to deliver the priorities within the Locality Plan.
Project Lead	Needs to be able to share progress and outcomes of their change ideas towards their aim, but also how these ideas are connecting with the Locality Plans, as well as any issues or risks they may be experiencing and for which they need the support of their Outcome Improvement Group or Management Group to overcome.
Public	Awareness of progress towards the Stretch Outcomes and improvement aims within the LOIP throughout the year and outwith the statutory annual public performance report. Opportunity to become involved in the improvement projects through the connection with localities process and Locality Empowerment Groups and Priority Neighbourhood Partnerships and also empowered to take forward their own change ideas.

2.3 The process for outcome reporting has been reviewed to ensure that the various audiences are being provided with the detail to meet their requirements; and also providing the conditions to support the achievement of the project aims within the two year timeframe of the Improvement Programme, and ensuring that the connection with the community ideas for improvement in the Locality Plan are made and progress reported on and are set out below.

3. Process for Project Leads Connecting to Locality Plan Community Ideas for Improvement

- 3.1 49 of the 75 LOIP improvement projects have community ideas for improvement aligned to them. It is essential that we have a system in place to ensure that professionals and communities are listening to each other, taking on board each other's ideas and, essentially, are working together to test and implement change. To support this, and to ensure that we are taking a joint and co-ordinated approach between the LOIP and Locality Plans a process for Project Leads on how to make the connections with communities, as contained at Appendix 1, has been developed.
- 3.2 The process provides communities with a number of opportunities to become involved in a LOIP project, and communities will also be supported and empowered to take forward and test their own ideas. As well as the process map, the project charter template (Appendix 2) and help sheet have also been revised to enable projects to reflect the outcome of two way dialogue with communities on the ideas for improvement and confirm the status of the ideas contained in the Locality Plans. Progress with community ideas will be provided via the revised project update report at Appendix 3. Briefing sessions for Project leads on the process for connecting with community ideas are being held on 12 and 24 August 2021.
- 3.3 As well as Project Leads connecting with communities, Locality Leads will be actively working with the Locality Empowerment Groups and Priority Neighbourhood Partnerships to progress community ideas within the Locality Plan, helping shape and refine ideas further and identify community connectors to link into aligned improvement projects. A role description and induction training will be provided to all community connectors. It is anticipated that a community connector will also sit on the project team for the respective project and provide progress updates to the LEG/PNP through our online improvement project dashboard. Locality Leads will continue to explore ways for community members to feed into the LEGs/ PNPs and support communities to be empowered to test their own ideas.
- 3.4 For those projects where there are no community ideas for improvement in the Locality Plans, Project Leads are still encouraged to connect with communities to inform and support the delivery of their projects. In these circumstances, Project Leads are also to complete the Connecting with Localities Form to enable locality Leads to discuss with the Locality Empowerment Groups and Priority Neighbourhood Partnerships.

4. Reporting Processes

Project Charters

- 4.1 35 of the 75 improvement projects are new projects, and it is proposed within the improvement programme at item 3.2 on the agenda, that these projects will proceed through the current governance arrangements for new projects, with the project charter submitted to the CPA Management Group and then Board for approval prior to project initiation. Within item 3.2 it also proposed that for those projects which are continuing projects, that as these are established projects with a Project Lead and Team in place; a charter has been approved by the Board and regular progress reporting is in place, that the revised project charters be considered and approved by the respective Outcome Improvement Groups Group.

Project Update Reports

4.2 Projects which have had a charter approved for initiation of testing will continue to produce a project update report (see appendix 3) until the project is complete. This is a short summary of progress towards achieving the overall project aim, including details of what changes are being tested; withing which locality and how it aligns to the Locality Plans between reporting periods and the improvement data which demonstrates whether the changes are making a difference. The report is designed to focus on the outcomes of the project, rather than a general update on activity. Project team's self evaluate their progress using the Progress Scale below All projects that have been approved by the CPA Board will be at a minimum of stage four.

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

4.3 The report has been updated to ensure that the progress with the community ideas for improvement are clear. As well as the progress scale above, a ragging status has also been added to the update to ensure that Project Teams are reflecting on whether the project is **on track**, **at risk**, or **off track** and highlighting in the updte any issues/risks and proposed mitigation so this can be considered.

4.4 Production of the outcome improvement reports will be coordinated centrally by the Community Planning Team, which will undertake quality assurance of the information coming through from the Outcome Improvement Groups. The Improvement Programme Manager will Chair a regular meeting of the lead contacts from each Outcome Improvement Group and Locality Leads to ensure that they are supported in meeting their reporting requirements.






Online Improvement Project Dashboard

4.5 The online improvement project dashboard, including the project updates, will continue to be publicly available on the community planning website. From the dashboard, Partners and the public can scrutinise and understand whether our improvement projects are delivering on the improvement aims as set out within the LOIP, and the impact that this is having on the stretch outcomes. This information will also be used by Outcome Improvement Groups to oversee progress of their respective improvement projects, and also by Locality Empowerment Groups/Priority Neighbourhood Partnerships in respect of progress of their community ideas within the Locality Plans.

Reporting Outcomes and Progress to the Management Group

4.6 In respect of reporting to the Management Group, it is recognised that as well as a high level overview of progress across all 15 Stretch Outcomes, a spotlight on each Stretch Outcome, and the underpinning improvement projects is required to provide assurance of progress towards our outcomes. An example of the new reporting interface is contained at Appendix 4.

4.7 The information contained in the new interface will continue to evolve, however provides each Outcome Improvement Group with the opportunity to highlight the key achievements and outcomes achieved by the projects for their respective Stretch Outcomes over the reporting period and enables these then to be shared across the Partnership. It also provides Outcome Improvement Groups with the opportunity to highlight any risks and/or issues being experienced and for the CPA Management Group and Board to take appropriate action to address any barriers to progress at the earliest opportunity. The reporting template will be completed by the Community Planning Team and used by the Outcome Improvement Groups in advance of the Management Group meeting. The Stretch Outcome overview, as well as containing an overall status rag, also provides a performance trend against progress towards the individual aim(s) of each project on the basis of declining, improving, steady. Where no data or only baseline data is available this has been highlighted. This will enable the Management Group to consider any supports in terms of data collation required. The key for the performance trend is:

	Improving
	Steady
	Declining
	Baseline
	No data

4.8 From the interface, the management Group can drilldown to the project updates and any project update with an at risk status will be presented for discussion. Chairs of the Outcome Improvement Groups will then speak to their respective Stretch Outcomes at the meeting.

Annual Outcome Reporting

4.9 Community Planning Aberdeen also needs to meet its statutory duties in relation to public outcome reporting. The CPA Annual Outcome Improvement Report provides an annual opportunity to review overall progress against the improvement projects in the LOIP and new reporting arrangements should ensure that any issues are identified and addressed in advance of annual report. The next report will be produced in September 2022 and will enable the CPA Board to further assess whether the current improvement activity continues to be appropriate and whether our changes are resulting in improvement.

5. NEXT STEPS

New and revised projects with community ideas within the Locality Plans to make connections with the Localities as per the process map (see Appendix 1)	August 2021
Project Teams to start using the new reporting templates/processes.	August 2021
Stretch Outcome and improvement project progress monitoring recommences to Management Group/Board	October 2021
CPA Annual Outcome Improvement Report	September 2022
Locality Plan Annual Outcome Reports	September 2022

Recommendations for Action

It is recommended that members of the CPA Management Group:

- i) note the revised project charter template to be used for new and revised improvement project charters at Appendix 2, as well as the process map (Appendix 1) for linking LOIP improvement project aims to community ideas for improvement contained in the Locality Plans;
- ii) note the revised project update report (Appendix 3) which shows the connection/progress of community ideas from the Locality Plans; and
- iii) agree that Outcome Improvement Groups and the Management Group use the new interface for reporting progress towards the Stretch Outcomes and of the individual improvement projects (Appendix 4) and that this be used from the next meeting, with Chairs of the Outcome Improvement Groups speaking to the progress of their respective Stretch Outcomes.

Opportunities and Risks

Successful delivery of the revised Local Outcome Improvement Plan 2016-26 requires a robust programme management approach to the delivery of the 75 improvement projects and also requires clear process for alignment to the Locality Plans. The 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. The clear governance arrangements for both continuing and new project charters and also ensures that we have effective outcome management arrangements in place to deliver upon the aims in the LOIP in the timescale and supports projects to continue at pace. Effective and flexible connections with the communities is vital to ensuring the connections are made and that projects and ideas are jointly owned and progressed by professionals and communities. The process for project leads to connect with communities, provides communities with a number of options for ways to get involved and to be supported in that where required. This is to ensure that connections can be supported, but also to ensure that projects can continue to progress should a community connector not be identified.

Consultation

Michelle Cochlan, Community Planning Manager
CPA Outcome Improvement Groups
CPA Lead Contacts Group
Locality Planning Review Team

Background Papers

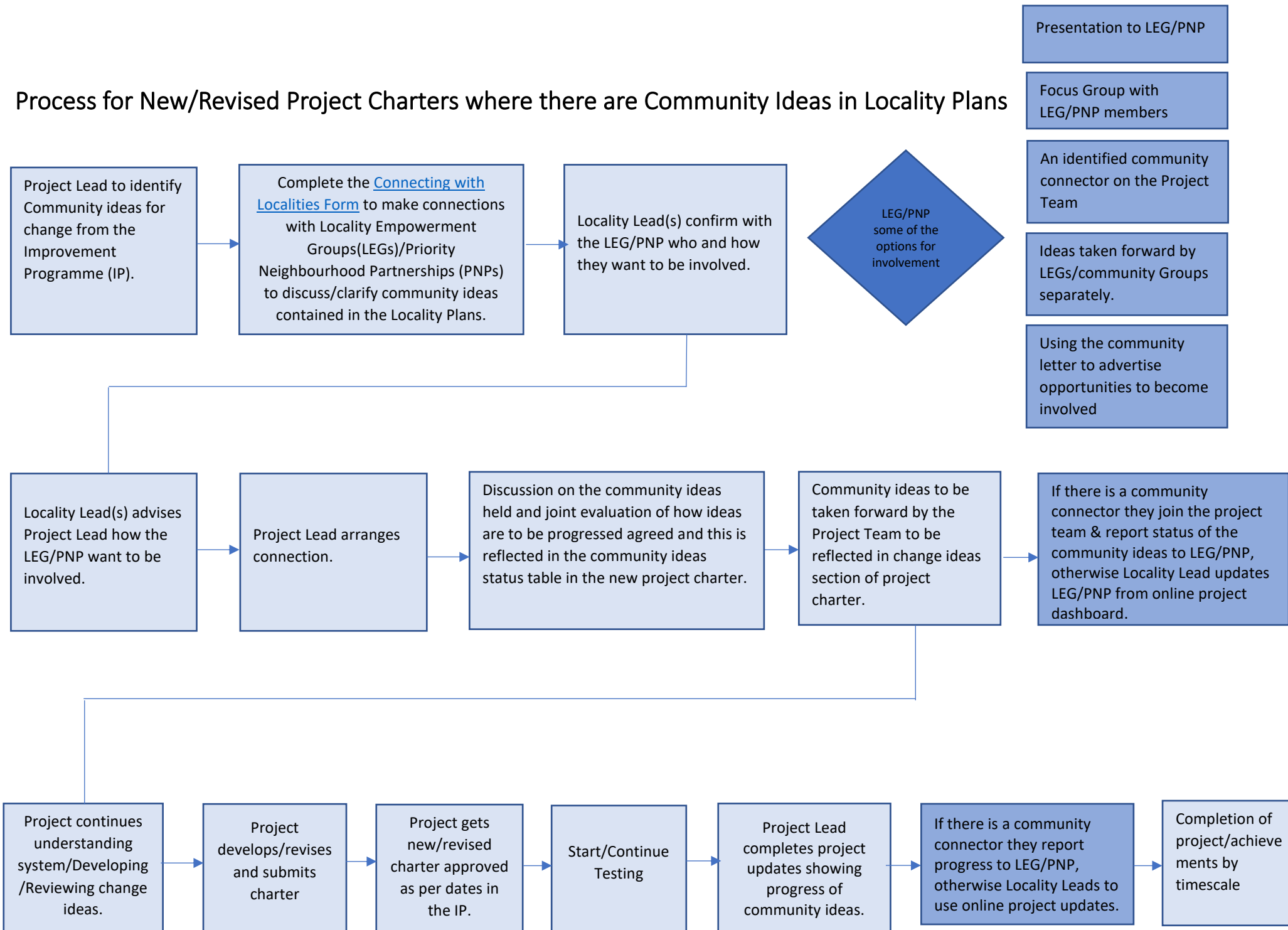
[Refreshed Local Outcome Improvement Plan 2016- 26 and CPA Development Plan 2021-2022](#)

[Final Draft Integrated Locality Plans 2021-26 – North, South and Central](#)

Contact details:

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Process for New/Revised Project Charters where there are Community Ideas in Locality Plans



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Community Planning Aberdeen

Quality Improvement Toolkit

Improvement Project Charter and Project Stage Assessment Tool

HELP SHEET 1

Why would I use these tools?

The development of an **Improvement Project Charter** is a crucial step in the execution of your improvement project. It establishes the purpose, scope, measures and targets necessary to achieve success. It identifies key members of the improvement team as well as the Executive Sponsor of the project. Support from the organisation leadership will help team members maintain their focus and momentum and protect them from being overloaded with other work. The **Improvement Project Charter** is a “live” document to be used throughout the improvement project. It is used initially to answer and clarify the ‘thinking’ questions in the Model for Improvement: “What are we trying to accomplish”; “How will we know that a change is an improvement?”; “What changes can we make that will result in improvement?”

The Charter also includes an outline project plan which helps you to understand the phases of the improvement journey, the actions required within each phase and provides the opportunity to set out the timescale of your project.

The **Improvement Project Stage Assessment tool** should be used throughout the improvement journey to assess and communicate the current stage of your improvement project. It can help individuals, teams, strategic groups (such as the Community Planning Outcome Improvement Groups) and Executive Sponsors understand if the project is progressing at the necessary pace to achieve the improvement project aim.

The **Improvement Project Charter Assessment Form** can be used by Improvement Teams to review the charter and ensure it has sufficient detail before proceeding to test changes. It can also support peer assessment of Improvement Project Charters.

An Improvement team should use these tools to plan the project, communicate with leadership and keep track of the progress being made.

What tips and tricks will be useful in facilitating the use of these tools?

- Engage the Improvement team at the start, rather than presenting them with completed documentation for review
- Co-production of the **Improvement Project Plan** and **Improvement Project Charter** will help build momentum and generate consensus and a sense of purpose.
- Ensure that the **Improvement Project Plan**, **Project Stage Assessment Tool**, **Improvement Project Charter** is used at every meeting to provide a focus for discussion and ensure that the team regularly reflects upon its aim and progress made.

Improvement Project Charter Guidance Note

Improvement Project Title:

You may want to choose a title for your project to engage key stakeholders and provide an overall vision for what you are trying to achieve.

Executive Sponsor:

This is often the Chair of the Community Planning Aberdeen Outcome Improvement Group.

Project Lead:

All improvement projects should have an identified 'Project Lead' who will co-ordinate the team and keep track of progress against key milestone.

Aim statement

The aim statement is likely to be taken directly from the Local Outcome Improvement Plan or Locality Plan. It should state what are we trying to accomplish, with a specific timescale and specific target for improvement.

Link to Local Outcome Improvement Plan

Please state which Stretch Outcome the project will contribute to. Please also identify any other Stretch Outcomes, Drivers or Projects that the project may be linked with.

Link to Locality Plans

Please state which Locality Plans have Community Ideas for Improvement aligned to your project e.g. North, South, Central or None.

Please see the [process map](#) for the process for connecting with Locality Empowerment Groups/Priority Neighbourhood Partnerships on the community ideas identified in the Locality Plans. The outcome of your connections is recorded at the community ideas section of the template below. If your project has no community ideas for improvement aligned to it, but you want to discuss your project and get input from our Localities then also use this [Connecting with Localities Form](#).

Why this is important

This section provides the rationale/business case for the improvement project. The expected impact on organisation and/ or customer should be clear. It should provide clarity about the local context and may also refer to national priorities. This section should describe the current system including what is working well and where there are opportunities for improvement. Any statements made should be backed up by data (local data if available). Links should be made to any relevant research to underpin any theory of change

Questions to consider:

- Does this support prevention and early intervention?
- What are the benefit to clients/ stakeholders/ citizens?
- Are there specific communities or citizens who would benefit most from the planned improvement?
- Are there specific parts of the system or specific processes that require improvement?
- Are costs reduced now or in the future by addressing this issue?
- What published research can you draw on as evidence?

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

Improvement teams should identify the 'vital few' measures that will help build understanding about how well systems are working and the impact of changes made to achieve the aim. Measures should be collected at intervals frequent enough to assess progress on the project

- **Outcome measures**

Outcome measures should link directly to your aim statement and should enable understanding of the extent to which progress is being made to achieving the aim.

- **Process measures**

Improvement teams should identify the key processes that contribute to the achievement of the aim. The process measures enable understanding of how well the system is working to achieve the aim/outcome measures.

- **Balancing measures**

Balancing measures are used to track any unintended positive or negative consequences of changes made to existing ways of working.

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

This section should describe changes that will be tested which it is thought will contribute to the achievement of the overall aim. These changes would address any challenges identified in the 'Why this is important' section. These change ideas may be drawn from research, best practice documents or suggestions from key stakeholders. Please ensure changes which are community ideas for improvement from our Locality Plans are clearly reflected e.g. Build a network of volunteers trained by youth work team (North Locality Plan). This section should NOT be used to list tasks which have to be completed to manage the improvement project. Tasks or actions should be included in the 'Outline Project Plan'.

Location/Test Group

Have any of our Locality Plans identified potential ideas for you to test? In this section, tell us which location (e.g. Northfield) and test group (e.g. 16-18 year olds) you are going to test your change ideas with. In the why it is important section you will have provided rationale for location/test group.

Resources

This section should detail how the change ideas in the charter are going to be resourced. When completing this section, the Project Team should contact the External Funding Team, stbews@aberdeencity.gov.uk to discuss any external funding opportunities available that could support delivery of the project. This section should confirm that discussion with the Funding Team has been held and the outcome of that.

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

The project may include Change Ideas which address these

Project Team:

The project team should include key stakeholders who will contribute to the improvement project, or who may benefit from or be affected by the proposed changes. Teams should consider how citizens and communities are being represented. Where a Community Connector has been identified in the Locality Plans, or by the Locality Empowerment Groups/Priority Neighbourhood Partnerships, they should be a member of the Project Team. Project teams should include those who will undertake key functions within the project e.g. Project Lead; Data Collection and Analysis; Designing and Testing Changes; Subject Matter Experts.

Community Ideas for Improvement Status

Please see the [process map](#) for the process for connecting with Locality Empowerment Groups/Priority Neighbourhood Partnerships on the community ideas identified in the Locality Plans. The outcome of your connections is recorded at the community ideas section of the template below. If your project has no community ideas for improvement aligned to it, but you want to discuss your project and get input from our Localities then also use this [Connecting with Localities Form](#).

This table should be used to reflect **all** of the community ideas for improvement contained in the three Locality Plans that align to your aim. Following your engagement with the Locality Empowerment Groups/Priority Neighbourhood Partnerships/Community Connectors, please populate the table with *detail on the outcome of your discussion with the Localities on **all** of their ideas and the status of how they will be taken forward*. Discussion with localities on their ideas will be required in order for these to be further explored and change ideas identified. Some of the ideas within the Locality Plans are outcomes/suggestions, rather than change ideas, from which your connection/discussions with the community will enable change ideas to be developed.

Outline Project Plan:

This should be used to set out your initial plan about the tasks or actions required to reach key milestones for the project. (This should be reviewed regularly)

Getting Started (Project Score 1-3)

What initial activities are required to get started? E.g. Forming the improvement team; developing the project charter; gathering and analysing baseline data; understanding the current system; and connecting with community ideas for improvement through the agreed process.

Designing and Testing Changes (Project Score 4-7)

What activities are required to start testing changes?
E.g. Further definition and prioritisation of changes; engagement with customers & colleagues; Identifying the people, place to start testing)

Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)

What actions would be required to implement and sustain the changes that have resulted in improvement? E.g. Training?; Changes to procedures?; changes to resources?; Measures to ensure Quality Assurance and Quality Control?

Spreading Changes (Project Score 9-10)

What actions are required to reach the full scale of the project?
E.g. Engagement of other teams/colleagues; other locations?

A BLANK IMPROVEMENT PROJECT CHARTER/OUTLINE PROJECT PLAN AND COMMUNITY IMPROVEMENT STATUS TEMPLATE IS PROVIDED BELOW FOR YOUR USE.

Improvement Project Charter

Improvement Project Title
Executive Sponsor
Project Lead Name: Job Role & Organisation: Email Address:
Aim statement
Link to Local Outcome Improvement Plan
Link to Locality Plans
Why this is important
Measures <ul style="list-style-type: none"> • Outcome measures • Process measures • Balancing measures
Change ideas
Location/Test Group
Resources
Potential risks and/or barriers to success & actions to address these
Project Team

Community Ideas for Improvement Evaluation/Status

Community Ideas for Improvement	Evaluation Rationale <i>In this section, please detail the agreed method of involvement with the Localities and the outcome of your discussion with the Localities on their ideas and the status of how they will be taken forward.</i>
North	<i>Insert agreed method of involvement and when it took place.</i>
<i>Insert new row for each idea from the North LP</i>	
South	<i>Insert agreed method of involvement and when it took place.</i>
<i>Insert new row for each idea from the South LP</i>	
Central	<i>Insert agreed method of involvement and when it took place.</i>
<i>Insert new row for each idea from the Central LP</i>	

Outline Project Plan

Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)		
Designing and Testing Changes (Project Score 4-7)		
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)		
Spreading Changes (Project Score 9-10)		

Improvement Project Stage Assessment Tool

The Project Stage Assessment Tool can be used to monitor the progress made with an improvement project.

Score	Stage of Project	Description
1	Project area identified and agreed (complete for all LOIP projects)	Project has been identified as a priority from the Local Outcome Improvement Plan or Locality Plan
2	Draft Outline Project Charter and team in place	Draft Improvement Project Charter has been developed (rationale, initial aims, scope, resources, timescales, measures, expected outcomes) and project team formed.
3	Understanding baseline of current system (Data and practice)	Current system is being analysed- applying tools such as process mapping; cause & effect diagrams etc to understand processes and people, including readiness for change and analysis of baseline data
4	Project Charter endorsed by CPA Board	Knowledge of the system and other evidence of what could work have been brought together into a theory of change. This has been articulated in a final Improvement Project Charter which has been shared with the CPA Board. (A driver diagram may also be developed to support this stage.)
5	Change ideas and project measures further refined and prioritised	Range of specific change ideas developed further, measurement plans established and initial PDSAs are being planned
6	Testing underway	Testing strategy developed and is being deployed. Data being gathered and analysed (e.g. through use of run charts)
7	Initial indications of improvement	Anecdotal evidence or feedback that changes are resulting in improvement can be reported.
8	Improvements achieved	Evidence of improvements shows in project measures and has been reported to Community Planning Aberdeen Management Group. Implementation and Spread plans are being developed and deployed.
9	Sustainable improvement	Implementation plans have been deployed for key changes. Spread plans are developed if appropriate. Data indicates sustainability of impact of changes implemented in system.
10	Project complete	The aim has been met or exceeded and improvement sustained and spread where appropriate. Changes are

		now part of business as usual.
--	--	--------------------------------

Improvement Project Charter Assessment Form

The Improvement Team may find it helpful to use the assessment form below to review the charter and ensure it has sufficient detail before proceeding to test changes. It can also support peer assessment of Improvement Project Charters.

Assessment

1: Not at all 2: To a small extent 3: Somewhat 4: To a large extent 5: To a very great extent or n/a

WHAT ARE WE TRYING TO ACCOMPLISH?

Topic	Score	Comment
Aim relates to the LOIP/ Locality Plans.		
Charter description clearly states need for improvement.		
Expected impact on organisation and/ or customer is clear		
Improvement clearly points to process, product or service or sub-system improvement		
Expected outcomes are clear and the team will know when it has completed the project		
Specific, numerical goals to be attained		
Project can be completed within time frame as identified in the Aim Statement		

Total: _ out of possible 35

HOW WILL WE KNOW A CHANGE IS AN IMPROVEMENT?

Topic	Score	Comment
An appropriate family of measures is identified		
Measures identified are directly related to the project description, objectives, and goals		
Historical data exist on performance of the process or product to be improved		
Outcome, process, and balancing measures are specified		
Measures can be collected at intervals frequent enough to assess progress on the project		

Improvement in the project measures can reasonably be expected within project time frame		
--	--	--

Total: _ out of possible 30

WHAT CHANGES CAN WE MAKE WHICH WILL RESULT IN IMPROVEMENT?

Topic	Score	Comment
Specific issues to investigate and/or alternatives to consider are given		
A concept design or change package is identified		
Project constraints are defined including what is NOT to be addressed		
Project is tied to specific processes or sub-systems		
Initial activities or PDSA cycles are suggested		

Total: _ out of possible 25

TEAM MEMBERSHIP

Topic	Score	Comment
All appropriate subject matter knowledge is represented on the improvement team		
Process owner (authority to make changes) is represented or Sponsor of team		
People with detailed knowledge of the targeted system are on the team		
Patients, customers, clients or suppliers are on the team, or a way of involving/engaging with these stakeholders has been identified		
Community connector has been identified and represented on the team		
TOTAL RATING		

Total: _ out of possible 20

Total Evaluation Rating

- > 85 Good Project charter definition
- 66-85 Consider improving or clarifying the project charter (see low ratings)
- < 65 Rework or Re-evaluate the need for this improvement charter

For more information, email: CommunityPlanning@aberdeencity.gov.uk

1.1 (Insert IP Title)

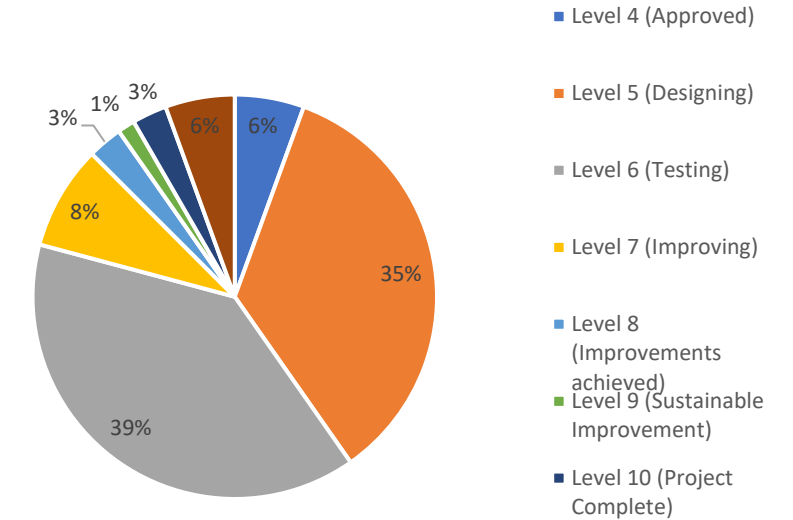
Project Aim		Start Date	Testing End Date	Progress Scale	Project RAG
<i>Insert project aim</i> Project Manager: (Insert Project Lead, Organisation) Project Charter Approved *** (Link to Project Charter)					<div><div></div> On Track <div></div> At Risk <div></div> Off Track</div>
Changes being tested (use the table below to describe each of the changes you are testing)					
What changes are being testing?	Which Locality are you testing in?	Who are you testing with?	Is this connected to a Locality Plan idea?		
1.					
2.					
3.					
Are our changes resulting in improvement		Issues/Risks & how we will overcome them			
		Impact	Risk/Issue	Mitigation	
		High, Medium, Low			
Improvement Data					
<div><div>Title</div><div><div>55</div><div>5</div><div>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</div></div></div>		<div><div>Title</div><div><div>55</div><div>5</div><div>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</div></div></div>			
<div><div>Title</div><div><div>55</div><div>5</div><div>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</div></div></div>		<div><div>Title</div><div><div>55</div><div>5</div><div>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</div></div></div>			

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Overview of Progress to Date

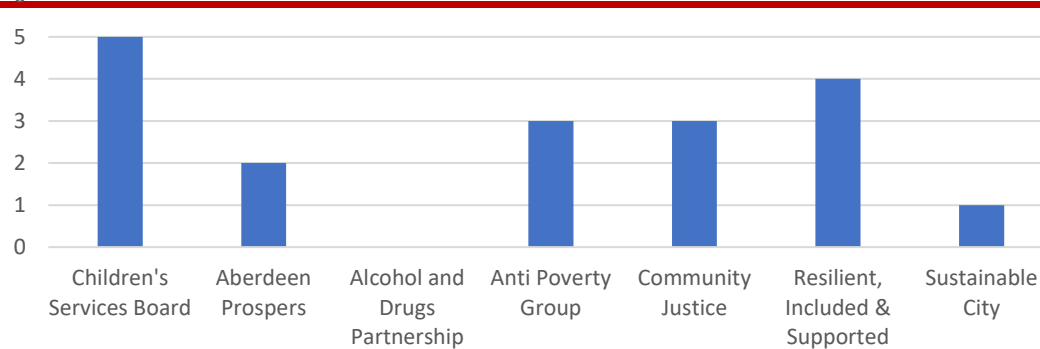
LOIP Project Aims	New Project Charters Due	Project charters due received	Projects now live	Live Projects connected to localities	Months since revised LOIP Published
75	2	100%	60%	40%	1

% of Live Projects by Progress Scale

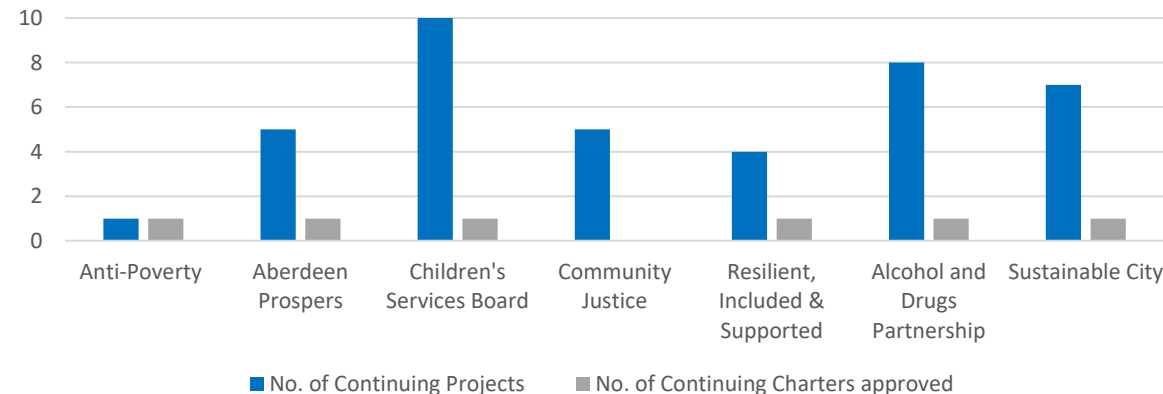


No. of Live Projects Per OIG Moved Up a Progress Scale Since Last Period

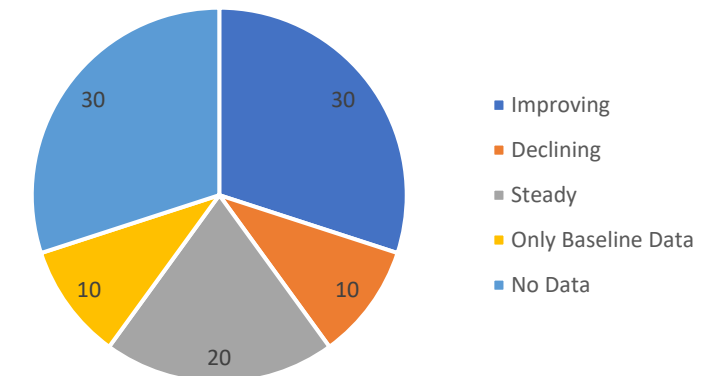
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No. of Revised Charters Approved per OIG



% of Live Projects by Project Aim Trend





Stretch Outcomes 1-15: Current Status

↑ Improving → At Risk ↓ Declining ● Baseline ▲ No data

Overall Progress **EXAMPLE NOT REAL DATA**

SO	Stretch Outcome	OIG	SO Trend	No of. LOIP projects	No. of Live projects	No. of projects at risk	Overall RAG	Summary and reason for Overall Status
1	No one will suffer due to poverty by 2026.	Anti-Poverty	↑	6	1	0	G	One Project Manager to be confirmed. Dates for submission of new and revised charters all confirmed.
2	400 unemployed Aberdeen City residents supported into Fair Work by 2026.	Aberdeen Prospers	●	4	1	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
3	500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026	Aberdeen Prospers	●	5	4	0	G	One Project Manager to be confirmed. Dates for submission of new and revised charters all confirmed.
4	95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.	Children's Services Board	●	4	2	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
5	90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026.	Children's Services Board	●	6	0	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
6	As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026.	Children's Services Board	→	4	3	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
7	95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.	Children's Services Board	↑	3	0	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
8	Child friendly city where all decisions which impact on children and young people are informed by them as rights holders by 2026.	Children's Services Board	●	4	1	0	G	Project Managers and dates for submission of new and revised charters all confirmed.



Stretch Outcomes 1-15: Current Status

↑ Improving → At Risk ↓ Declining ● Baseline ▲ No data

Overall Progress **EXAMPLE NOT REAL DATA**

SO	Stretch Outcome	OIG	SO Trend	No of. LOIP projects	No. of Live projects	No. of Live projects at risk	Overall RAG	Summary and reason for Overall Status
9	30% fewer young people (under 18) charged with an offence by 2026.	Children's Services Board	→	6	4	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
10	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026.	Community Justice	↑	8	5	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
11	Healthy life expectancy (time lived in good health) is five years longer by 2026.	Resilient, Included & Supported	●	8	4	0	G	Two Project Managers to be confirmed. Dates for submission of new and revised charters all confirmed.
12	Rate of harmful levels of alcohol consumption reduced by 28% and drug related deaths lower than Scotland by 2026.	Alcohol and Drugs Partnership	↑	9	8	0	G	Dates for submission of new and revised charters all confirmed. ACHSP are leading 7 of the 9 aims, in response to this the ADP are reviewing and will confirm leadership in advance of the Board meeting.
13	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate	Sustainable City	↑	3	3	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
14	38% of people walking and 5% of people cycling as main mode of travel by 2026.	Sustainable City	→	2	2	0	G	Project Managers and dates for submission of new and revised charters all confirmed.
15	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026	Sustainable City	●	3	2	0	G	Project Managers and dates for submission of new and revised charters all confirmed.

Stretch Outcome 1: No one will suffer due to poverty by 2026 **EXAMPLE**

Overall Progress

G On Track
 A At Risk
 R Off Track

SO Trend	No of LOIP projects	No. of Live projects	No. of Projects not on schedule/at risk	No. of revised charters approved	No. of projects aligned to Locality Plans	Overall RAG
↑	4	1	0	0/1	5/6	G

Key Outcomes/Activity

Highlights/Key Outcomes for this Period

- Mobile pantry has been progressed, over the last reporting period there has been a 10% increase in people using community pantries – click the image below to see our case studies which reflect the impact
- From connecting with the north Locality ideas, we have run an awareness campaign designed by the community for pantry volunteers which has seen 10 new volunteers join.



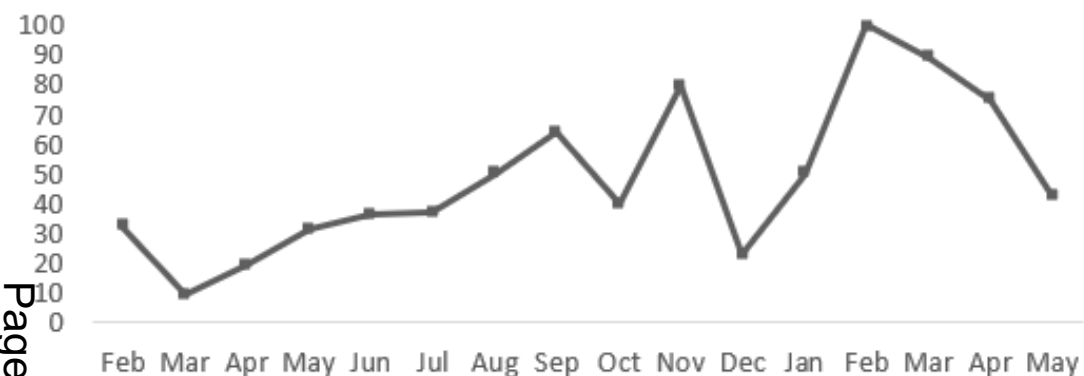
Key Issues/Risks

Impact	Risk/Issue	Mitigation
Medium	Project Manager has left project the community pantries project and a replacement has not been identified.	Member of the project team to be asked to become Project Manager.
High	No means to gather data to show outcomes of project 1.3	Project Lead to discuss with officers from Data & Insights

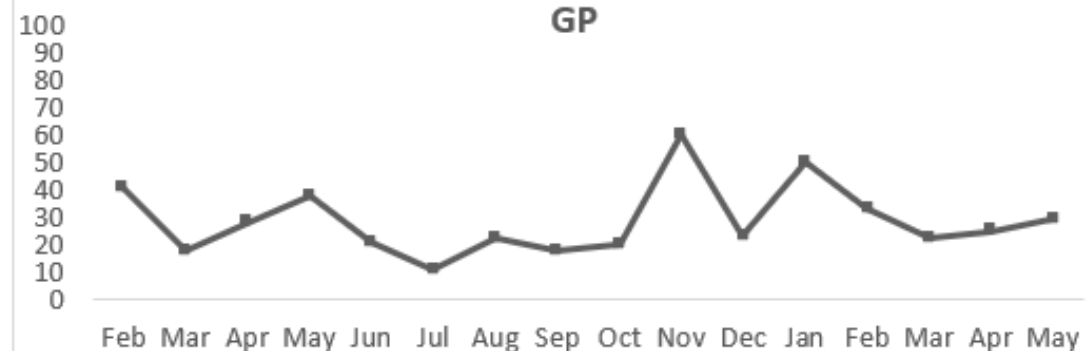
Project Aim EXAMPLE – NOT REAL INFO	Start Date	Testing End Date	Progress Scale	Project RAG
Increase % of non-statutory prisoners (aged 21+) who are offered relevant voluntary support on release from HMP Grampian by 2021 Project Manager: Mike Hebden, HMP&YOI Project Charter Approved Feb 2020	Feb 2020	Sept 2022	6 – testing	<div></div> At Risk
Changes being tested (use the table below to describe each of the changes you are testing)				
What changes are being testing?	Which Locality are you testing in?	Who are you testing with?	Is this connected to a Locality Plan idea?	
1. Bring forward commencement of engagement pre-release to increase quality of awareness and motivation to engage	Citywide	Individuals located within HMPYOI Grampian preparing for release	No	
2. Engage with throughcare service providers and users to develop a co-produced, in-house media strategy within the prison to improve quality of awareness and motivation to engage	Citywide	Individuals located within HMPYOI Grampian preparing for release	Yes. North Plan - work with SHMU to provide marketing training to individuals in HMPYOI Grampian to improve awareness etc	
3. Develop a comprehensive preparation for release information pack	Citywide	Individuals located within HMPYOI Grampian who are preparing for release	No	
4. Provide a wrap around service with all throughcare service providers (e.g. housing, benefits, healthcare) to individuals on release	North Locality	Individuals released from HMPYOI Grampian and located in the North Locality	Yes – North Plan – provide an integrated support system to individuals on release.	
Are our changes resulting in improvement	Issues/Risks & how we will overcome them			
Whilst improvement can be seen in some areas, not all planned interventions are in place yet, as a result of COVID19 restrictions and their impact upon service delivery during the period. A sustained period of delivering the planned changes and monitoring the related outcomes is required before we can accurately assess if these interventions are having a positive, sustainable impact.	Impact	Risk/Issue	Mitigation	
	Medium	Service delivery impact from COVID19 restrictions	New processes have been put in place to reduce impact on service	

Improvement Data

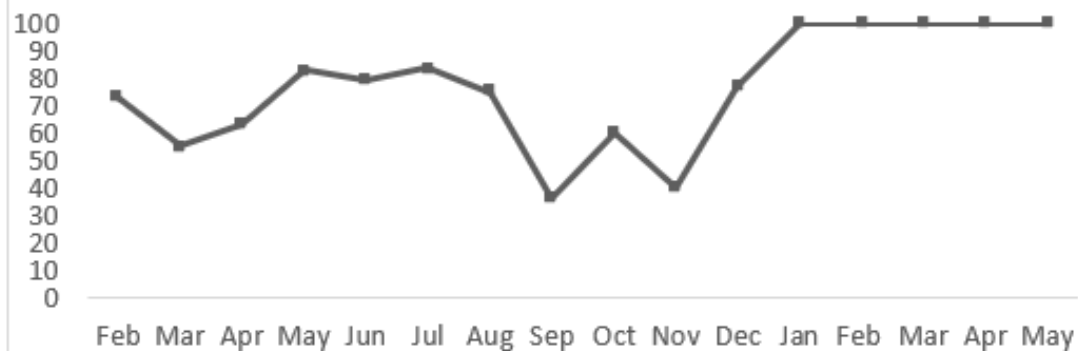
% of people leaving prison who received relevant voluntary support on release



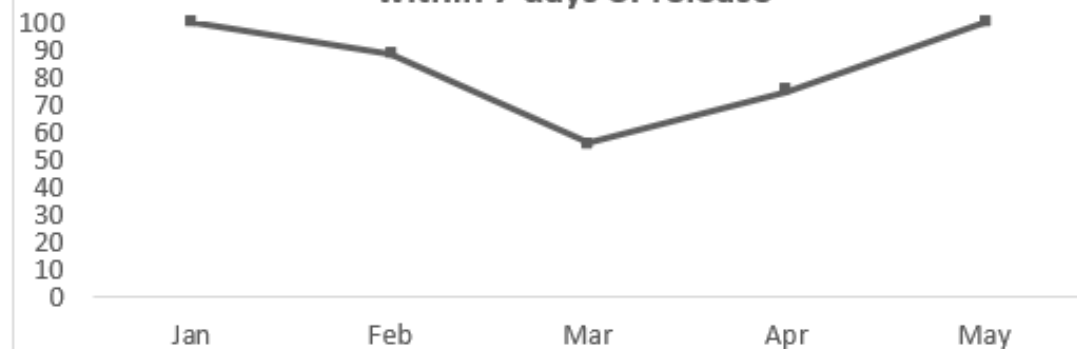
% of people leaving prison who are registered with a GP



% of people leaving prison who access suitable accommodation



% of people who received a benefits payment within 7 days of release





Community Planning Aberdeen

Progress Report	CPA Improvement Programme 2021-2023
Lead Officer	Gale Beattie, Chair of CPA Management Group and Aberdeen City Council Director of Commissioning
Report Author	Allison Swanson, Improvement Programme Manager
Date of Report	21 July 2021
Governance Group	CPA Management Group – 11 August 2021

Purpose of the Report

This report presents the Community Planning Aberdeen Improvement Programme 2021-23 following approval of the refreshed LOIP on 7 July 2021. The programme sets out the timescales for both initiation of the new aims within the refreshed LOIP, as well as the timescales for the continuing project charters being reviewed, over the next two years up until 2023, at the end of which the LOIP will be reviewed.

Summary of Key Information

• BACKGROUND

1.1 The refreshed Aberdeen City Local Outcome Improvement Plan (LOIP) was approved by Community Planning Aberdeen Board on 7 July 2021. Within the refresh LOIP there remains 15 stretch outcomes which break down the overarching vision for Aberdeen as 'a place where all people can prosper' into specific, measurable improvement aims for 2026, but they have been refreshed, with the most notable changes being the addition of two new stretch outcomes, namely stretch outcome 1 'No one will suffer due to poverty by 2026' and stretch outcome 15 'Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026'.

1.2 For each stretch outcome, there are a number of shorter term improvement projects which have been identified to deliver the longer terms outcomes. There has been a contraction of improvement project aims with the refreshed LOIP now having 75 LOIP projects and therefore providing a sharpened focus on areas which require collaboration from partners and application of improvement methodology.

1.3 The LOIP is complemented and underpinned by three Locality Plans which describe the Partnership's asset based approach to working with communities to harness the skills, knowledge, experience and ideas of communities in tackling priority issues. Through the Locality Plans, our communities have said what is important to them and what their priorities for improvement are. In all cases, there is a link between the aspirations of communities to the improvement aims within the LOIP and these connections are detailed in the Improvement Programme, as well as the Locality Plan.

CPA IMPROVEMENT PROGRAMME 2021-2023

2.1 Community Planning Aberdeen will continue to take a programme management approach to coordinate the delivery of the 75 improvement projects in the refreshed LOIP. This signals the intention that the refreshed LOIP improvement projects will be prioritised to

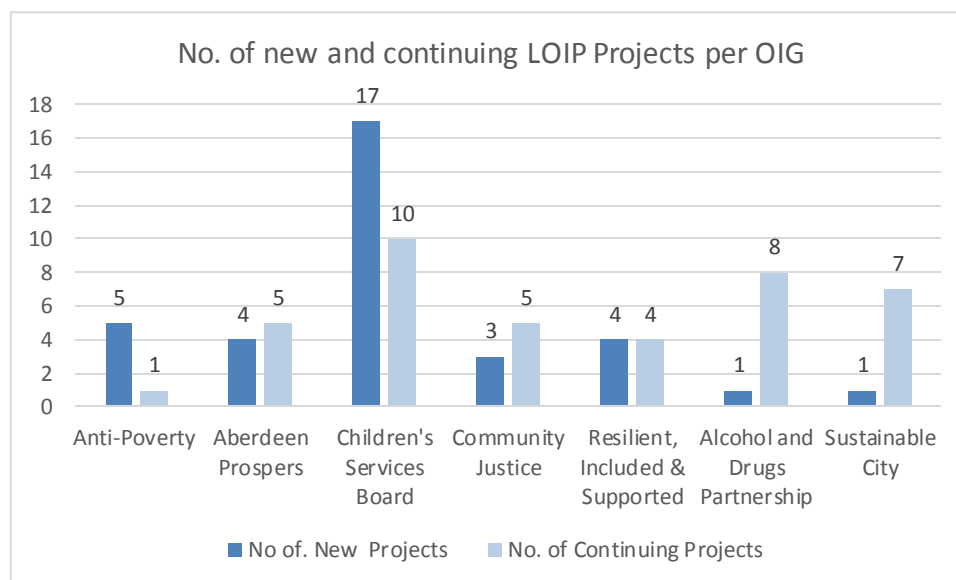
secure the achievement (not just initiation) of all 75 improvement aims over the course of the next two years.

2.2 The programme for 2021-2023 ensures a phased and coordinated approach to the initiation of new projects and the testing of changes with and by communities, as well as ensuring continuing projects are also making the connections with community ideas for improvement. This will help ensure that resources are channelled to the projects of greatest importance and helps ensure the Partnership is moving at pace. To this end, the Outcome Improvement Groups have undertaken a prioritisation of their respective projects and is reflected in the improvement programme.

2.3 The improvement programme advises of the date which new project charters will be reported to CPA Board; the project manager responsible for the project, as well as the date on which the Outcome Improvement Group will consider revised charters for continuing projects. The improvement programme also makes the connections with the community ideas for improvement as contained in the Locality Plans approved by the CPA Board on 7 July 2021 and the process for Project Leads connecting to the community ideas for improvement is covered at item 3.1 on today's agenda.

2.4 Project Managers for five improvement projects are still to be confirmed, however the lead organisation is committed to the project aim in all cases and discussion underway for a Project Manager to be confirmed and this will be identified in advance of the Improvement Programme being submitted to the CPA Board. Similarly, it is recognised that at present the Aberdeen Health and Social Care Partnership are leading 7 of the 9 improvement aims within Stretch Outcome 12, in response to this the Alcohol and Drugs Partnership are reviewing this and will confirm leadership in advance of the Board meeting.

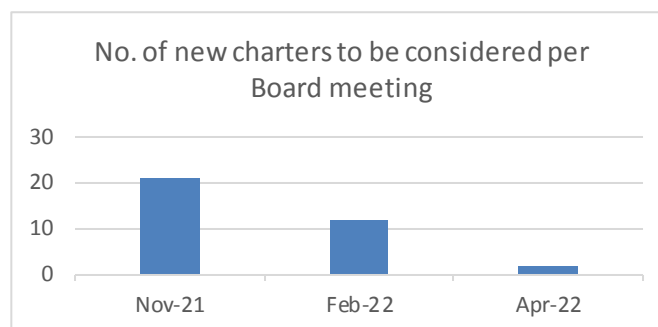
2.5 Of the 75 projects within the refreshed LOIP 2016-2026, 40 of these projects are already initiated and therefore are classed as continuing, whilst 35 are new projects. The table below shows the no. of new and continuing projects per Outcome Improvement Group:



2.4 New Improvement Projects

2.4.1 35 of the 75 improvement projects are new projects, and it is proposed that these projects will proceed through the current governance arrangements for new projects, with the project charter submitted to the CPA Management Group and then Board for approval prior to project initiation as per the timescales set out in Appendix 1. 22 of the 35 new projects have community ideas for improvement aligned to them.

- 2.4.2 On the basis of the Improvement Programme, all of the new projects are scheduled to be reported to the CPA Board by April 2022, with the schedule per Board meeting displayed in the following chart.



2.5 Continuing Improvement Projects

- 2.5.1 For those projects which are continuing projects, these are established projects with a Project Lead and Team in place; a charter has been approved by the Board and regular progress reporting is in place. It is important that these projects are continuing to progress at pace, but they also require to take the time to review their charters to make sure connections are made with the community ideas for improvement in the Locality Plans as per the agreed process. 27 of the 45 continuing projects have community ideas for improvement aligned to them. At this juncture, it is also prudent for these projects to take stock and review their current change ideas and project team to ensure that the foundations/tests of change are there to enable to project aim to be achieved within the timescales.
- 2.5.2 To support this process and ensuring that robust governance arrangements are in place, it is proposed that subject to approval of the improvement programme by CPA Board, that revised project charters be considered and approved by the respective Outcome Improvement Groups Group as per the timescales at Appendix 1 and that the project charters then be updated on the community planning website. On the basis of the Improvement Programme, all of the continuing projects are scheduled to be reviewed by December 2021, however all projects will continue to progress and provide project update reports during that period.
- 2.5.3 As with the process for new project charters, Outcome Improvement Groups when considering the revised charters with input from their lead contact, and the Community Planning Team where required, will ensure that they are satisfied that the charters answer positively to the following questions before being approved:
- Is the project aim consistent with aim in the LOIP?
 - Have connections with the Locality Plan community ideas for improvement been made and outcome been reflected in the community ideas status table?
 - Is there a sound business case explaining why the project is important?
 - Is it likely that the changes being tested will achieve the aim?
 - Will the measures demonstrate whether a change is an improvement?
 - Is a Location/Test Group identified?
 - Have resources to implement the change ideas been identified?
 - Is there a mix of partners involved in this project?
 - Clear outline project plan?

3. NEXT STEPS

Subject to approval, revised Improvement Programme submitted to the CPA Board	15 September 2021
New and revised projects with community ideas within the Locality Plans to make connections with the Localities as per the process map (see item 3.1 on today's agenda)	ASAP
New project charters to be developed and submitted to CPA Management Group and Board as per timescale at Appendix 1.	August 2022 onwards
Revised charters to be considered by respective Outcome Improvement Groups as per timescale at Appendix 1.	August 2022 onwards
Stretch outcome and improvement project progress monitoring recommences to Board/Management Group	October 2021
CPA Annual Outcome Improvement Report	September 2022
Locality Plan Annual Outcome Reports	September 2022

Recommendations for Action

It is recommended that members of the CPA Management Group:

- i) Approve the CPA Improvement Programme 2021-2023 in Appendix 1 for submission to the CPA Board on 15 September 2021;
- ii) Agree to recommend to the CPA Board on 15 September 2021 that project charters be submitted to the CPA Board for all new improvement projects, as per the timescales noted in Appendix 1; and
- iii) Agree to recommend to the CPA Board on 15 September 2021 that the respective Outcome Improvement Group approve revised charters for all continuing improvement projects.

Opportunities and Risks

Successful delivery of the revised Local Outcome Improvement Plan 2016-26 requires a robust programme management approach to the delivery of the 75 improvement projects and also requires clear process for alignment to the Locality Plans. The 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. The clear governance arrangements for both continuing and new project charters and also ensures that we have effective outcome management arrangements in place to deliver upon the aims in the LOIP in the timescale and supports projects to continue at pace. Effective and flexible connections with the communities is vital to ensuring the connections are made and that projects and ideas are jointly owned and progressed by professionals and communities. The process for project leads to connect with communities, provides communities with a number of options for ways to get involved and to be supported in that where required. This is to ensure that connections can be supported, but also to ensure that projects can continue to progress should a community connector not be identified.

Consultation

Michelle Cochlan, Community Planning Manager
CPA Outcome Improvement Groups
CPA Lead Contacts Group
Locality Planning Review Team

Background Papers

[Refreshed Local Outcome Improvement Plan 2016- 26 and CPA Development Plan 2021-2022](#)

[Final Draft Integrated Locality Plans 2021-26 – North, South and Central](#)

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Revised Improvement Programme 2021-2023

PROSPEROUS ECONOMY

Stretch Outcome 1: No one will suffer due to poverty by 2026

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Increase the number of people using community pantries by 20% by 2023.	CFine/TBC	Initial charter: CPA Board: Dec 2019 Revised Charter: Anti-Poverty OIG: Dec 2021	<ul style="list-style-type: none">• Ensure that services are more joined up and wrap around the whole family/person.• Increase volunteer involvement in community pantries.• Support families beyond crisis support, i.e. budgeting; cooking skills, etc.• Use community pantries as a way to break down barriers around poverty and stigma.• Learn from Best Start in Life pantry – opportunity to test in North.	<ul style="list-style-type: none">• Sustain and develop Torry Food pantry• Support the provision of mobile food pantries with a possibility to extend to other areas of the locality	<ul style="list-style-type: none">• Create sustainable food provision through use of community pantries• Delivery of ‘The Pantry’ with Cfine model• Lighthouse Foodbank
New Projects starting in 2021					
Reduce by 50% the number of homes with an EPC rating of F&G by 2023, leading to 100% by 2026.	ACC, Mel Booth	Initial charter: CPA Board: Nov 2021		<ul style="list-style-type: none">• Promote relevant grants to the householders	

Ensure 100% of people presenting as homeless have a full financial assessment and access to all appropriate benefits by 2023.	ACC, Graeme Gardner	Initial charter: CPA Board: Nov 2021			
Increase support for those who have been most disadvantaged through the pandemic by 2023.	GREC, Dave Black	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none"> • Ensure that support is available for families that do not qualify for benefit assistance. • More support for people with disabilities – including better access; tackling discrimination/hate crime and better opportunities for disabled people to participate. • Increased support for individuals wellbeing beyond the pandemic. • Raise awareness of poverty across the locality to break down the barriers around poverty and stigma. • Share learning from pop-up TSB services at Danestone. • Promote Pathways employability programme. 	<ul style="list-style-type: none"> • Ensure the efforts of community groups and partners are co-ordinated and enabled at local level to avoid duplication and target those most in need. • Local sessions to support people losing their jobs (help to apply for benefits, job seeking, CV writing) PACE • Support and signposting to find the right scheme for specific needs • Develop and promote training kitchen in Torry community hub development to tackle food poverty and develop skills for employment. • Support community kitchen development with Bon Accord sheltered home complexes to increase social activity, tackle food poverty and develop skills and confidence 	

New Projects starting in 2022					
Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.	Scarf, Lawrence Johnston	Initial charter: CPA Board: Feb 2022	<ul style="list-style-type: none"> • Raise awareness of support available, e.g. Scarf. • Encouraging volunteers to be trained to support local households with insulation advice. 	<ul style="list-style-type: none"> • Take forward opportunities to reduce fuel cost through actions such as expansion of combined heat and power provision and promotion of improved household insulation. • Raise awareness of support available, e.g. Scarf • Promote relevant grants to the householders 	<ul style="list-style-type: none"> • Local advice and information provision on fuel poverty • Low carbon affordable heating and insulation
Increase the uptake of unclaimed benefits across Aberdeen City by 2023.	DWP, Paul Walsh	Initial charter: CPA Board: Feb 2022	<ul style="list-style-type: none"> • Ensure that services are more joined up and wrap around the whole family/person. • Roll out benefits awareness/financial literacy training to community members; volunteers and staff to avoid people reaching out only at crisis point. • Support families who experience language barriers to navigate support and benefits available. • Need to explore bold approaches to tackling poverty, i.e. buying debt. • Support families in poverty who are on low income or on furlough to access appropriate support. 	<ul style="list-style-type: none"> • Develop plans to prepare people for end of Furlough (Sept) and uplift in Universal Credit. • Proactively seek opportunities for communities and partners to promote increased uptake of benefits • Roll out benefits awareness/financial literacy training to community members; volunteers and staff to avoid people reaching out only at crisis point. • Raise awareness of Crisis grants. Promote access to Financial Inclusion team to mitigate any delays 	<ul style="list-style-type: none"> • Develop plans to prepare people for end of Furlough (Sept) and uplift in Universal Credit, increase awareness of where people can access help to avoid delays • Join up working between projects – food, benefits, confidence building pulled together to make the biggest difference for individuals

Stretch Outcome 2: 400 unemployed Aberdeen City residents supported into Fair Work by 2026.

Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026.	Scottish Enterprise, Martin Barry	Initial charter: CPA Board: Dec 2019 Revised Charter: Aberdeen Prospers OIG: Sept 2021	<ul style="list-style-type: none">Encourage employers in the locality to sign up to the Real Living Wage.	<ul style="list-style-type: none">Encourage employers in the locality to sign up to the Real Living Wage	<ul style="list-style-type: none">Encourage employers in the locality to provide the living wage
New Projects Starting in 2021					
Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.	Elevator, Roz Taylor / Kirstie McLaughlin	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none">Explore opportunities to grow local social enterprises which contribute to building communities; local relationships and reducing isolation.	<ul style="list-style-type: none">Promote, encourage and support development of community owned enterprise – building resilience and creating jobs in the local areaRaise awareness of the potential to support the development of social enterprises, work with community to identify potential social enterprises and share good practice from elsewhereSupport for green jobs and small businesses. Early	<ul style="list-style-type: none">Create a community owned enterprise –to support development of myriad of veg plots/spaces in neglected spaces owned by community to promote mental health, combat isolation and food poverty.Utilise empty premises to encourage new business

				<p>awareness raising of green job career opportunities.</p> <ul style="list-style-type: none"> Investigate opportunities for job creation linked to developing leisure potential (cafes, restaurants) of harbour mouth at Torry and creating links to Beach area developments. 	
Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.	ACC, Paul Tytler	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none"> Develop locally designed services that reflect needs of the community. Promote information available on ABZ works. Develop volunteering pathways to lead into local employment. Promote job opportunities through new Northfield/Cummings Park nursery as well as childcare options to support local families. Encourage opportunities to reskill local people into new employment sectors Ensure linkage to low cost childcare options in the area. Promote and offer employability workshops delivered by Farrans. Promote kickstart programme as well as seek opportunities 	<ul style="list-style-type: none"> Map and identify those most in need so there is effective targeting defined by LEG Support those most in need with free access through the e-bike scheme across Torry and Kincorth as well as wider locality Promote information available from ABZ works and 3rd sector partners Develop volunteering pathways to lead into local employment. 	<ul style="list-style-type: none"> Increase opportunities to develop skills in locality and link to community enterprises Focus efforts of activity for people who may be a distance from employment e.g. people living with a learning disability. Lobby for employers and jobs in central locality e.g. 20 min neighbourhoods Speed dating/jobs fair for people from different sectors in different roles to enable people to find out more about what is available Utilise Tillydrone Community Campus to provide space for people to come in for a cup of tea and then make introductions to employability officer Delivery of after-school club, supporting parents in work (Locality Recovery Plan)

			to support individuals beyond kickstart.		<ul style="list-style-type: none"> • Third sector coming together to influence–targeted commissioning approach • Local ESOL (English as a second on other language) delivered in communities
New Projects Starting in 2022					
Support 15 care experienced young people progress to employment through public sector funded employability programmes by 2023.	ACC, Angela Taylor	Initial charter: CPA Board: Feb 2022	<ul style="list-style-type: none"> • Support and develop employment opportunities for young people opportunities by giving them placements and support on how to do interviews. 		

Stretch Outcome 3: 500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026.

Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Improve the overall impact of partnership wide community benefits by increasing the number of projects which involve community co-design activities from 0 to 5 by December 2023.	ACC, Tanita Addario	Initial charter: CPA Board: July 2019 Revised Charter: Aberdeen Prospers OIG: Sept 2021	<ul style="list-style-type: none">Strengthen relationships with local businesses as part of their Corporate Social Responsibility – e.g. Farrans – Haudagain. Build on projects such as STEM ambassadors at Northfield AcademyWork with local oil companies in Bridge of Don/Dyce offering volunteering time.	<ul style="list-style-type: none">Create opportunities for co-location of community use of space with those delivering public services.Maximise range of activities catering for all with access to community facilitiesSupport community groups to work with partners to understand community health and wellbeing using	<ul style="list-style-type: none">Test community input with new Riverbank School to realise community benefits

			<ul style="list-style-type: none"> • Work with local academies to increase uptake of virtual work experience scheme with Farrans. 	<p>tools such as Place Standard</p> <ul style="list-style-type: none"> • Strengthen relationships with local businesses as part of their Corporate Social Responsibility and seek to maximise community benefits, including training and employment, from any developments around Torry 	
<p>By December 2022, increase by 10% the number of people in Aberdeen who:</p> <ul style="list-style-type: none"> • Have digital access; and • Feel comfortable using digital tools. 	ACC, Emma Shanks	<p>Initial charter: CPA Board: Dec 2019</p> <p>Revised Charter: Aberdeen Prospers OIG: Nov 2021</p>	<ul style="list-style-type: none"> • Ensure that sheltered housing complexes have wifi to allow digital connection. • Increase support available for digital champions as part of Connecting Scotland programme. • Promote Connecting Scotland programme amongst new parents to connect to social support. • Promote places where people can access digital devices and support, e.g. community centres and libraries. Could people lend out a laptop? • Ensure Wifi is available in community centres and libraries so that people can take their own devices and access free data. • Promote digital inclusion course via Farrans and Shmu. 	<ul style="list-style-type: none"> • Increase opportunities for learning and support for people to embrace digital use. • Work with communities to increase support available through digital champions linked to Connecting Scotland programme and similar schemes • Consider alternatives to go alongside digital resource 	<ul style="list-style-type: none"> • Improve digital access in community centres and sheltered housing through improved digital skills, access to internet and devices. • Silver Surfers training course for older people, to help people use the internet and smart phones • Utilise library computers, council digital resources, and universities providing access to digital. Establish a lending service to enable people have access to digital equipment • Improve accessibility to healthcare through improvements to e-consult/nearest system and consultation with patients • Improve internet coverage in George Street

			<ul style="list-style-type: none"> Improve wellbeing with a group of individuals at Dominies Court through digital support. 		<ul style="list-style-type: none"> Connecting Aberdeen – deliver digital connectivity and literacy work Deliver digital champion training in communities.
Increase the number of people within Aberdeen City qualified with ICT and Digital skills at SCQF Levels 7 and above by 10% by 2023	CivicForum, Bob Farthing	Initial charter: CPA Board: Feb 2020 Revised Charter: Aberdeen Prospers OIG: Sept 2021			
Increase the number of Modern and Graduate Apprenticeships by 5% by 2022.	Nescol, Duncan Abernethy	Initial charter: CPA Board: Feb 21 Revised Charter: Aberdeen Prospers OIG: Sept 2021	<ul style="list-style-type: none"> Promote housing modern apprentice and graduate trainee schemes. Share positive stories from local young people and employers that have benefitted from apprenticeships. 		<ul style="list-style-type: none"> Promote traineeships for young people, making it easier for local employers to access and encourage employers to get involved by raising awareness and providing information to employers
New Projects Starting in 2021					
80% of young people will successfully complete their Modern Apprenticeship programme by 2022.	Nescol, TBC	Initial charter: CPA Board: Feb 2022	<ul style="list-style-type: none"> Encourage young people into a range of local apprenticeship opportunities, i.e. Police Scotland; Housing; Bon Accord Care etc. Build on test with Hazlehead Academy and Mastrick Community Centre offering young people progression to 	<ul style="list-style-type: none"> Encourage, identify and promote apprenticeships working with partners and LEGs e.g. SSE programme Raise awareness of career opportunities in green jobs among young people Increase and encourage SVQ opportunities 	

			<p>employment within childcare sector.</p> <ul style="list-style-type: none">• Promote apprenticeship opportunities at Auchmill Golf Course.• Foundation apprenticeships offered by Shmu		
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PROSPEROUS PEOPLE (CHILDREN & YOUNG PEOPLE)

Stretch Outcome 4: 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Reduce the number of births affected by drugs by 0.6% by 2022.	ACHSCP, Simon Rayner	Initial charter: CPA Board: Sept 2019 Revised Charter: Children's Services Board: Dec 2021			
Reduce the number of repeat emergency hospital admissions for unintentional injury to children under 5 years by 5% by 2023	ACHSCP, Racheal Thomson	Initial charter: CPA Board: Sept 2020 Revised Charter: Children's Services Board: Oct 2021			

New Projects Starting in 2022					
Increase uptake of parenting and family support by 10% by 2022.	HomeStart, Eleanor McEwan	Initial charter: CPA Board: Feb 2022		<ul style="list-style-type: none"> Supporting the development of Fit-like hubs and family (learning) support in schools 	<ul style="list-style-type: none"> Test approaches through Creating the Conditions (MDT) work in Tillydrone Test approaches through Fit Like Hub
Reduce the number of children starting P1 with an identified speech delay by 5% by 2023.	ACHSCP, Nicola Anderson	Initial charter: CPA Board: Feb 2022			

Stretch Outcome 5: 90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026. This is reflected in interactions, activities, supports and services.

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
New Projects Starting in 2022					
Increase to 80%, the number of staff who feel confident about how to directly support, or refer a child for support, and signpost to appropriate services by 2022.	ACC, Lauren Mackie	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none">• Training for staff in understanding ASD and how to support families.• Training to support anxiety in young people.• Identify who would benefit from training locally and advertise widely, i.e. uniformed organisations, community centres, volunteers, youth clubs, etc.	<ul style="list-style-type: none">• Promote and embed MEOC /Teachback with staff and services supporting children and families	<ul style="list-style-type: none">• Ensure staff are aware at a local level of services available to support young people’s mental wellbeing• Explore counselling in communities• Raise awareness of counselling support from 3rd sector• Increase awareness/confidence in professionals signposting people – MEOC approach

			<ul style="list-style-type: none"> • Ensure information is readily available to support parents. • Provide support to ensure that people understand the process for referral and who to contact. • Youth hub to support young people to develop life skills and confidence in their ability and deal with any issues affecting their wellbeing • Share practice amongst organisations about being a Trauma-Informative workplace. • Promote MindU mental health recovery support programme aimed at ages 12-25 		
Increase by 80% the use of digital wellbeing resources for children and young people's mental health and wellbeing by 2022.	NHSG, Tracy Davis	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none"> • Promote and increase a range of online wellbeing sessions for children and young people. • Use community media platforms as a way for young people to share their views on mental health and wellbeing. 		<ul style="list-style-type: none"> • Increase in awareness of digital resources to support mental wellbeing
Increase by 40% the use of the wellbeing scenario on the Mind of my Own app by care experienced children and young people by 2022.	ACC, Alison McAlpine	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> •

100% of schools offer sustainable and equitable access to counselling for those children aged 10 and above who require it by 2022.	ACC, Gael Simpson	Initial charter: CPA Board: Feb 2022			
The number of children and young people with an eating disorder who are identified within 3 months of onset is increased by 50% by 2023.	NHSG, Natalie O'Young	Initial charter: CPA Board: Feb 2022			
100% of children and young people have free access to physical activity which improves mental health and wellbeing by 2022.	ACC, Gael Simpson	Initial charter: CPA Board: Feb 2022	<ul style="list-style-type: none"> • Encourage outdoor play using green spaces across the locality. Promote local community groups and activities run by Play Forum and rangers. • Use reach of community planning partners to promote and market local organisations. 	<ul style="list-style-type: none"> • Identify volunteers to support Active Schools programme for all young people. • Increase access to coaching courses for community volunteers (including working with children and young people with additional needs) • Encourage outdoor play using green spaces across the locality. • Support the three 'south of the river communities to work with partners to create opportunities for young people in the Lochside catchment 	<ul style="list-style-type: none"> • Raise awareness of benefit of green space and potential to work with young people to improve mental health • Explore option of access to activities for young people at reduced cost through holiday periods to promote physical activity and support mental wellbeing • Delivery of early years provision in Woodside

Stretch Outcome 6: As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026.

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022	ACC, Larissa Gordon	Initial charter: CPA Board: July 2019 Revised Charter: Children's Services Board: Oct 2021		<ul style="list-style-type: none">Review engagement activities to support children with positive destination	
Increase to 43% by 2023 the proportion of children and young people who are supported to live in kinship care or are looked after at home by 2023.	ACC, Isabel McDonnell	Initial charter: CPA Board: July 2019 Revised Charter: Children's Services Board: Oct 2021			
Increase by 20% the number of children and young people remaining in a placement looked after at home/kinship between 16-18 years old by 2023.	ACC, Andrea McGill/Isabel McDonnell	Initial charter: CPA Board: Dec 2019 Revised Charter: Children's Services Board: Oct 2021			

New Projects Starting in 2022					
Increase the number of care experienced young people by 10% receiving multiagency throughcare/aftercare support by 2023.	ACC, Isabel McDonnell	Initial charter: CPA Board: Feb 2022			

Stretch Outcome 7: 95% of children living in our priority neighbourhoods will sustain a positive destination upon leaving school by 2026.

Aim	Lead Organisation/ Project Manager	Charter Approval	Alignment with Locality Plans		
			North	South	Central
New Projects Starting in 2021					
Increase the number of accredited courses directly associated with growth areas by 7% by 2023.	ACC, Alex Duncan	Initial charter: CPA Board: Nov 2021		<ul style="list-style-type: none">Identify and match workplace apprenticeships with accredited coursesIdentify demand for short term skills courseRaise awareness and support people during transition to new employment opportunities	
Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.	Aberdeen Foyer, Leona McDermit	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none">Map what is already going on to support vulnerable learners into positive and sustained destinations, e.g. Northfield Academy cycle maintenance, Training Academy (Shmu)Build on Mens shed model – develop an approach which is	<ul style="list-style-type: none">Pilot programme with vulnerable young people at CamphillIdentify and develop actions to address the mental wellbeing (and practical) needs of those young people whose transition	

			suitable for young people and linked to a local school. <ul style="list-style-type: none"> • Build on learning from projects such as AMPED which is based around trail bike maintenance. • Build on test with Hazlehead Academy and Mastrick Community Centre offering young people progression to employment within childcare sector. 	from school has been adversely affected by the pandemic	
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New Projects Starting in 2022

Increase the number of young people who leave school with a minimum of SVQ3 in literacy and numeracy and 4 other qualifications to 93% 2023.	ACC, Eleanor Sheppard	Initial charter: CPA Board: April 2022			
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Stretch Outcome 8: Child friendly city where all decisions which impact on children and young people are informed by them by 2026.

Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Achieve UNICEF badges in: -Leadership -Culture -Communication -Place -Child Friendly Services	ACC	Initial report: CPA Board: July 2019 Revised report: Children’s Services Board: Dec 2021		<ul style="list-style-type: none">• Work together with the community and partners to deliver actions at local level which contribute to achieving the badges	

-Participating				<ul style="list-style-type: none"> Support organisations in Torry to embrace child friendly practices (possible Test of Change) 	
New Projects Starting in 2021					
Increase by 50% the number of communications which are accessible to children and young people by 2023.	NHSG, Tracy Davis	Initial charter: CPA Board: Nov 2021			Engage with young people via their platforms and encourage participation e.g. through LEGs, PNPs
Increase to 100% of staff working directly and indirectly with children who have received child friendly city training by 2023.	ACC, Jade Leyden	Initial charter: CPA Board: Nov 2021			
By 2023 increase to 100% the number of multiagency governance arrangements which impact on children on young people that include their participation and engagement.	Police Scotland, Neil McDonald	Initial charter: CPA Board: Nov 2021			

Stretch Outcome 9: 30% fewer young people (under 18) charged with an offence by 2026.

Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Increase number of young people who need support in relation to trauma and bereavement having access to such support by 50% by 2023.	ACC, Jo Aitken	Initial charter: CPA Board: Dec 2020 Revised Charter: Children’s Services Board: Dec 2021	<ul style="list-style-type: none">Roll out evidence-based resilience training to community members; staff and volunteers across the locality.		
Reduce by 10% both the number of offences of sexual or criminal exploitation and the number of 'digital' offences by Young People (Under 18) by 2022.	Police Scotland, Ian MacInnon	Initial charter: CPA Board: Dec 2020 Revised Charter: Children’s Services Board: Oct 2021			
Increase by 10% the number of young people (16-17 year olds) who are jointly reported to SCRA and COPFS who are offered robust alternatives to entering the statutory system by 2022.	SCRA, Roma Bruce-Davies	Initial charter: CPA Board: Dec 2020 Revised Charter: Children’s Services Board: Oct 2021			
Reduce instances of public space youth anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2022.	Police Scotland, Adam Mellis	Initial charter: CPA Board: Sept 2019 Revised Charter: Children’s Services Board: Dec 2021	<ul style="list-style-type: none">Increase priority family interventions.Develop diversionary activities which lead to job skills development.	<ul style="list-style-type: none">Work together with the community and partners, including Police Scotland, ACC/HSCP and 3rdsector partners to increase and	<ul style="list-style-type: none">Increase youth provision and develop youth charter

			<ul style="list-style-type: none"> Build a network of volunteers trained by youth work team. 	promote diversionary activities for young people	
New Projects Starting in 2022					
Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.	ACC, Craig Singer	Initial charter: CPA Board: Feb 2022	<ul style="list-style-type: none"> Develop a process where police can signpost young people to other activities in the community as opposed to criminalising? e.g Streetsports; project at Tesco's Lang Stracht. Increase activities available for young people across the locality. Develop skate park/BMX track in Dyce Co-produce a range of activities available for young people across the locality. Young people to be actively involved in the development. Build on learning from projects such as AMPED which is based around trail bike maintenance. Development of outdoor forest programme. 	<ul style="list-style-type: none"> Progress proposal for pump track in Torry Increase activities for young people across the Locality by working together to create new opportunities Identify facilities and places for sustainable activities for young people 	<ul style="list-style-type: none"> Ensure awareness and sufficient provision across locality Liaise with staff at Aberdeen University in the form of guidance and support following return of students Deliver support for local businesses impacted by shoplifting Home Fire Safety Visits to all communities Operational intelligence audits on all High-Rise buildings
Reduce by 5% the number of 16/17 year olds with higher support needs offending by 2022.	ACC, Julia Milne	Initial charter: CPA Board: Feb 2022			

PROSPEROUS PEOPLE (VULNERABLE ADULTS)

Stretch Outcome 10: 25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026

Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Increase by 10% those individuals, aged 21+ and not subject to statutory throughcare arrangements, who access support services upon release from HMP Grampian by 2022.	SPS, Mike Hebden	Initial charter: CPA Board: Feb 2020 Revised Charter: Community Justice Group: Aug 2021			
Reduce the number of wilful fires by 10% by 2022	SFRS, Scott Symon	Initial charter: CPA Board: April 2021 Revised Charter: Community Justice Group: Aug 2021			
Increase to 30 in total, the no. of individuals who are on a custodial sentence, Community Payback Order with a Supervision Requirement, on Unpaid Work Orders, on Remand or who have been Diverted from Prosecution who are	SDS, Nicola Graham	Initial charter: CPA Board: July 2019 Revised Charter: Community Justice Group: Oct 2021	<ul style="list-style-type: none">Build on learning from Community Payback Order project in Aberdeenshire and test in North. Auchmill golf course to offer local apprenticeships		

being supported to make progress on the Employability Pipeline by 2022.					
100% increase in hate crimes reported to police by 2023.	ACC, Sheona Bell	Initial charter: CPA Board: Feb 2021 Revised Charter: Community Justice Group: Oct 2021			<ul style="list-style-type: none"> Working with Police Scotland and other partners on educating perpetrators of hate crimes Partners to host police surgeries – to enable people to discuss matters important to them
Decrease the number of incidents of domestic abuse reported to the Police by 15% by 2023.	ACC, Lucy McNicol/Isabel McDonnell	Initial charter: CPA Board: Dec 2020 Revised Charter: Community Justice Group: Oct 2021	<ul style="list-style-type: none"> Increase support for families where English is not the first language to protect children and to ensure that families can access appropriate support. Northfield ASG project – Promotion of new domestic abuse policy and signposting information. 		
New Projects Starting in 2021					
Increase by 15% victims of domestic abuse receiving support by 2022.	ACC, Lucy McNicol/Isabel McDonnell	Initial charter: CPA Board: Nov 2021			<ul style="list-style-type: none"> Pilot scheme in Tillydrone to refer people experiencing domestic abuse for support to be replicated in Seaton
Increase by 10% the number of clients who access assessment/support/treatment/services in	ACHSCP, John Donaghey	Initial charter: CPA Board: Nov 2021			

relation to mental health issues: - in Police custody - on a community disposal - in HMP Grampian by 2023.					
Reduce the number of drug related deaths occurring within 6 months of liberation from custody from 10 to zero by 2023.	ACHSCP, Simon Rayner	Initial charter: CPA Board: Nov 2021			

Stretch Outcome 11: Healthy life expectancy (time lived in good health) is five years longer by 2026.

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.	Police Scotland, Darren Bruce	Initial charter: CPA Board: July 2020 Revised Charter: Resilient, Included & Supported: Sept 2021	<ul style="list-style-type: none">Develop buddy scheme to support people out of lockdown.Roll out of suicide prevention training/promote suicide prevention app.	<ul style="list-style-type: none">Support the development of schemes such as Men's Shed and Befriending programmes to address social isolationEnsure people in the community know how to identify people who are most vulnerable and can sign-post them to appropriate resources.Roll out suicide prevention training /app	<ul style="list-style-type: none">Develop an on-line space to access free classes e.g. counselling and mentoring. Trained local volunteers enabling people who have perhaps been furloughed to provide support.Promote United Against SuicideDevelop and deliver activities to support people's mental health through creating opportunities to bring people together (not badged as

					<p>mental health) whether it be knitting groups, exercise class etc.</p> <ul style="list-style-type: none"> • Raise awareness and talk openly about mental health and make sure everyone knows they are safe to talk about mental health.
Increase opportunities for people to increase their contribution to communities (volunteering) by 10% by 2023.	ACC, Neil Carnegie	<p>Initial charter: CPA Board: Feb 2020</p> <p>Revised Charter: Resilient, Included & Supported: Sept 2021</p>	<ul style="list-style-type: none"> • Explore different ways to develop intergenerational working post-lockdown. • Encourage people to continue to volunteering beyond pandemic. • Explore how community assets can be used as community resources, e.g. churches; care homes, etc. • Involve more young people in volunteering leading to career opportunities, e.g. Bon Accord Care; Police Scotland. Opportunity to build connections with local schools. • Promote Saltire Awards with young people. • Provide incentives to business and organisations to provide volunteering or internships. • Develop a similar model to men's shed for women or young people. 		<ul style="list-style-type: none"> • Capitalise on civic responsibility and increase in volunteering through making it easier for people to get involved. • Support community capacity building through community councils and community groups

			<ul style="list-style-type: none"> Identify time-banking opportunities in conjunction with Farrans. Encourage volunteers to get involved in Friends of Heathryfold Park/Auchmill Community Woodland Group. 		
Support 100 people to feel confident to promote wellbeing and good health choices by 2023	ACHSCP, Anna Gale	Initial charter: CPA Board: Sept 2020 Revised Charter: Resilient, Included & Supported: Oct 2021	<ul style="list-style-type: none"> Have local noticeboards (near parks) with information about what's available in the local area. Use local Facebook pages (e.g. community councils) to get key messages out to the local community. Test approach with Bon Accord Care signposting individuals to local community opportunities through Ipad. 	<ul style="list-style-type: none"> Promote respective community Facebook pages with health and wellbeing projects Identify what and where fitness zones are for people to be confident to promote wellbeing Greater encouragement and promotion of physical activity to promote wellbeing to support delivery of other priorities 	<ul style="list-style-type: none"> Identify members of Central LEG confident to promote wellbeing and good health choices
Reduce tobacco smoking by 5% overall by 2023	ACC, Craig Singer	Initial charter: CPA Board: Feb 2020 Revised Charter: Resilient, Included & Supported: Oct 2021	<ul style="list-style-type: none"> Create a smoke-free generation where young people smoking, vaping or using e-cigarettes is not culturally acceptable. 		<ul style="list-style-type: none"> Test use of on-line tobacco training to raise issue of second hand smoke and smoking in pregnancy with parents. Test use of smoking cessation app
New Projects Starting in 2021					
Increase the number of unpaid carers feeling supported by 10% by 2023.	ACHSCP, Alison McLeod	Initial charter: CPA Board: Sept 2021	<ul style="list-style-type: none"> Increase the number of informal opportunities for unpaid carers across the locality. 	<ul style="list-style-type: none"> Identify early intervention and prevention support for unpaid carers in the 	

			<ul style="list-style-type: none"> • Co-design local unpaid carers resources and support. • Explore opportunities to support unpaid carers with their wellbeing post lockdown. • Increase support for dementia sufferers and their carers. 	community with a view to addressing gaps and support.	
To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.	NHSG, TBC	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none"> • Support breastfeeding peer supporter locally. • Promote Best Start/Healthy Start vitamins. • Improve access to fresh food locally. • Support families to cook and prepare food from scratch on a budget. • Establish outdoor gym equipment for adults to encourage physical activity, improved wellbeing and to bring the community together (connection to Men's Shed with repairs). • Ensure playparks are accessible for all. • Adapt exercise cards developed for people in sheltered housing to be used for families to ensure that 	<ul style="list-style-type: none"> • Develop project focussed on changing attitudes to sugar and food choices • Promote Best Start/Healthy Start vitamins. 	<ul style="list-style-type: none"> • Deliver weight management support to test online resources, with Connecting Aberdeen in Tillydrone • Improve exclusive breastfeeding in Tillydrone • Encourage independent vendors to set up healthy option takeaways near schools and gyms • Delivery of new Cruyff Court • Deliver outdoor learning

			<p>finance is not a barrier to being active.</p> <ul style="list-style-type: none"> • Ensure playparks are accessible for all. • Improve safety in parks e.g. lightening. • Influence local shops to provide affordable healthy produce. 		
Reduce youth homelessness by 6% by 2023.	ACC, Graeme Gardner	Initial charter: CPA Board: Nov 2021			
Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023.	NHSG, TBC	Initial charter: CPA Board: Nov 2021	<ul style="list-style-type: none"> • More health and social care services to be available within community centres. • Expand sites providing specialist support activities for long-term conditions. • Promote referral to online and face to face condition specific classes at Sheddocksley, Jesmond, Alex Collie and the Beacon Sports Centres. • Build a network of volunteers to deliver strength and balance classes – both indoor and outdoor across the locality. • Physical activity exercise cards at Fairley Den and Len Ironside Centre. 		<ul style="list-style-type: none"> • Lived experience embedded in pathways, to enable people to be directed to a support group when they have a diagnosis. • Increase signposting for people with health conditions to participate in physical activity

Stretch Outcome 12: Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026

Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
100% of vulnerable young people, who are at-risk of developing problem substance use, have access to evidence-based Prevention & Early Intervention (including Universal, Selective & Indicated Prevention support) by 2023.	ACC, Steve McConnachie	Initial charter: CPA Board: Sept 2019 Revised Charter: ADP: Sept 2021			
To decrease the number of 13 and 15 year olds who have reported using substances in Aberdeen to below the national average by 2023, through curriculum delivery and a whole population approach.	ACC, TBC (Vacant Post)	Initial charter: CPA Board: Feb 2120 2019 Revised Charter: ADP: TB C 2021			
Increase % of the population who feel informed about using alcohol responsibly and Increase by 10% the percentage of adults in Aberdeen City who are non	ACHSCP, Simon Rayner	Initial charter: CPA Board: Feb 2020 Revised Charter: ADP: Nov 2021	<ul style="list-style-type: none">Promote more non-alcoholic products and alcohol-free social options.		

drinkers or drink alcohol in a low risk way by 2023.					
Increase the number of alcohol brief interventions delivered by Primary Care providers and other professionals to above levels achieved in 17/18 by 2023	ACHSCP, Simon Rayner	Initial charter: CPA Board: Dec 2019 Revised Charter: ADP: Nov 2021			
Increase the uptake of alcohol treatment by improving access to alcohol services and ensuring they are local, integrated and targets areas of greatest need by 10% year on year by 2023.	ACHSCP, Simon Rayner	Initial charter: CPA Board: Dec 2020 Revised Charter: ADP: Dec 2021	<ul style="list-style-type: none"> Restart outreach services (Northfield/Mastrick) paused by pandemic. Work with those with lived experience to share positive messages about their journeys, including how local services have played a role in their recovery – leading to a greater awareness of alcohol services locally. 		<ul style="list-style-type: none"> Create opportunities for people with lived experience to have their voice heard.
Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2022.	ACHSCP, Simon Rayner	Initial charter: CPA Board: Sept 2019 Revised Charter: ADP: Sept 2021		<ul style="list-style-type: none"> Continue development of a multi-agency project, led by Police Scotland, to improve access to naloxone by recruiting and training family and friends of heroin users to administer naloxone when a user overdoses to reduce the number of deaths 	

Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2023.	ACHSCP, Simon Rayner	Initial charter: CPA Board: Feb 2020 Revised Charter: ADP: Oct 2021			<ul style="list-style-type: none"> • Increase awareness and opportunities for testing (link to Fast Track Cities)
Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2023.	ACHSCP, Simon Rayner	Initial charter: CPA Board: Feb 2020 Revised Charter: ADP: Dec 2021	<ul style="list-style-type: none"> • Substance misuse Youth Worker to work with individuals and families 		<ul style="list-style-type: none"> • Increase awareness and improve access to support
New Projects Starting in 2022					
Increase the number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2023.	ACHSCP, Simon Rayner	Initial charter: CPA Board: April 2022	<ul style="list-style-type: none"> • Support recovery through physical activity, music, film and other creative experiences • Support recovery through peer support and developing media skills. 		<ul style="list-style-type: none"> • Investigate idea of Recovery Olympics for those with lived experience.

PROSPEROUS PLACE

Stretch Outcome 13: Addressing climate change by reducing Aberdeen's carbon emissions by 61% by 2026 and adapting to the impacts of our changing climate.

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Reduce public sector carbon emissions by at least 7% by 2023.	ACC, Alison Leslie	Initial charter: CPA Board: Dec 2020 Revised Charter: Sustainable City: Sept 2021			
Reduce the generation of waste in Aberdeen by 8% by 2023.	ACC, Kris Hultman/Pam Walker	Initial charter: CPA Board: Feb 2021 Revised Charter: Sustainable City: Sept 2021			<ul style="list-style-type: none">• Increase awareness and prevalence of recycling options and secure recycling and litter bins• Reduce flytipping
Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to resilience plans in place across all areas of Aberdeen by 2026.	SFRS, Richard Finlay	Initial charter: CPA Board: July 2019 Revised Charter: Sustainable City: Sept 2021	<ul style="list-style-type: none">• Build on learning from pandemic - continue to develop community connections—build on community spirit. Has to be local and led by local people.• Continue to develop the Heathryfold flood alleviation scheme.		<ul style="list-style-type: none">• Develop flood and community resilience plans

Stretch Outcome 14: Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026.

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Increase % of people who walk as one mode of travel by 10% by 2023.	Nestrans, Kelly Wiltshire	Initial charter: CPA Board: Sept 2020 Revised Charter: Sustainable City: Sept 2021	<ul style="list-style-type: none">• Build on learning during lockdown – encourage more “walk and talks” encouraging others from across the locality to adopt a similar approach.• Encourage more buggy walks and similar approaches across generations.• Promote facilities on walking routes, i.e. accessible for wheelchairs; toilets on route, etc in local area.• Promote and upgrade local paths, e.g. Northfield to Bucksburn.• Work together to promote all the walking/jogging groups in the local area.• Promote new walking routes around Haudagain development.• Promote local walks in community magazines.		<ul style="list-style-type: none">• Increase prevalence of benches to enable people to sit outside and rest whilst walking• Raise awareness of various walking groups and connect people into them• Encourage pedestrian first policy• Street Design – delivery of improved safety at the underpass

			<ul style="list-style-type: none"> • Development of Heathryfold woodland area. • Offer Paths for all training to build on network of Health Walks. • Work together to promote all the walking/jogging groups in the local area. (Health Walks/Over 50s network) • Develop a 'Park Walk' for those not keen on the Park Run. 		
Increase % of people who cycle as one mode of travel by 2% by 2023.	Nestrans, Kelly Wiltshire	<p>Initial charter: CPA Board: Feb 2020</p> <p>Revised Charter: Sustainable City: Oct 2021</p>	<ul style="list-style-type: none"> • Build on interest in cycling during lockdown – cycle classes; bike storage; adaptable bikes. • Promote and upgrade local path network, e.g. Whitestripes Avenue. • Promote Aberdeen bike hire scheme once in place. • Ensure community involvement in Kingswells to Westhill development. • Promote new cycling routes around Haudagain development. 	<ul style="list-style-type: none"> • Build on interest in cycling during lockdown – cycle classes; bike storage; adaptable bikes. • Promote and upgrade local path networks • Promote Aberdeen bike hire scheme once in place. 	<ul style="list-style-type: none"> • Improve and maintain core paths and ensure they are appropriately signposted • Increase number of safe cycle lanes across locality • Investigate possibility of Aberdeen become a test site for electric scooters.

Stretch Outcome 15: Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026.

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Aim	Lead Organisation/ Project Manager	Charter Approval	Community Ideas for Improvement we might test from the three Locality Plans		
			North	South	Central
Continuing Projects					
Increase the number of community run green spaces by a minimum of 8 that are organised and self-managed for both people and nature by 2023.	ACC, Steven Shaw	Initial charter: CPA Board: Dec 2020 Revised Charter: Sustainable City: Sept 2021	<ul style="list-style-type: none">• Share learning across Aberdeen of similar initiatives, e.g. Bonnymuir Community Garden.• Identify unused pieces of land to develop food growing/community green space.• Potential connections to be made between the land at Granitehill with the community hub; Sheddocksley, Middlefield triangle and Cummings Park garden.	<ul style="list-style-type: none">• Strengthen the capacity of communities to develop community food growing and community garden initiatives• Develop opportunities for established community groups to support those starting off• Provide the tools and resources for community members to look after public spaces• Seek opportunities to promote and encourage use of the natural environment around our communities	<ul style="list-style-type: none">• Utilise greenspaces – positive impact on mental health including Countryside rangers, Branching Out and community gardens. Replicate developments like Errol Place.• Raise awareness of what exists, good maintenance of play parks and green spaces, lighting of green spaces to encourage people to feel safe while exercising• Consider establishing another Park Run for locality (one already at beach)• Create a map of green spaces, outdoor gyms etc so that people can find and use green spaces• Increase use of CCTV to help provide reassurance for those using green spaces• Use example of community of skaters at Westburn park to encourage people to come out and make park feel safer• Develop Uptown baths• Develop green and growing spaces

Increase community food growing in schools, communities and workplaces by 12 2023.	ACC, Steven Shaw	<p>Initial charter: CPA Board: July 2019</p> <p>Revised Charter: Sustainable City: Oct 2021</p>	<ul style="list-style-type: none"> • Promote train the trainer for food growing within communities. • Share learning from other food growing projects across the locality, i.e. One Seed Forward, Dyce community Garden & Orchard run by Dyce Gardening Club. • Share how people can apply to the council for the establishment of allotments. Make growing spaces easier and more accessible for the community. • Grow vegetables at community gardens and sell at local schools. • Work with young people at Northfield Academy to develop community growing space/creative area. • Share how people can apply to the council for the establishment of allotments. Make growing spaces easier and more accessible for the community. • Develop lifelong habits by encouraging young 	<ul style="list-style-type: none"> • Refresh and support engagement with food growing initiatives in sheltered housing complexes working with Bon Accord Care. • Identify and establish space for allotments and other community food growing spaces (to support/targeting mental health activities) • Encourage the use of social prescribing to green spaces • Develop a range of vegetable plots/growing spaces in neglected spaces owned by community or public bodies to promote mental health, combat isolation and food poverty. 	<ul style="list-style-type: none"> • Create sustainable access to fresh food e.g. community fridges • Joined up approach to provision of hot meals in City • Realising potential of community kitchens to increase social activity and tackle food poverty and create employment.
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people to get involved in outdoor nurseries.

- Define and clarify process for individuals/organisations - requesting a piece of land – Aberdeen City Council to share with communities.

New Projects Starting in 2021

At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).

ACC, Steven Shaw

Initial charter: CPA Board: Nov 2021

- Set up footpath groups and publish maps of the routes on community website / Facebook page
- Develop (family) learning projects which encourage people to enjoy and appreciate the nature around them

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Community Planning Aberdeen

Progress Report	Community Planning Budget 2021/2022 – Q1 Budget Monitoring Report
Lead Officer	Gale Beattie, Chair of CPA Management Group and Aberdeen City Council Director of Commissioning
Report Author	Michelle Cochlan, Community Planning Manager
Date of Report	2 August 2021
Governance Group	CPA Management Group – 11 August 2021

Purpose of the Report

The purpose of this report is to provide an update on the 2021/22 Community Planning Budget's financial performance for the period 1 April 2021 to 30 June 21.

Summary of Key Information

1 BACKGROUND

- 1.1 The community planning budget agreed for 2021/22 on 28 April 2021 was £1,748,639. This included contributions from Aberdeen City Council, Police Scotland, NHS Grampian and NESTRANS.

	2020/21 Budget £
Aberdeen City Council	1,711,532
NHS Grampian	18,032
Police Scotland	5,000
NESTRANS	5,000
Sub Total	£1739,564
Civic Forum carried forward	3,890
Police Scotland Local Partnership and Initiative Fund carried forward	5,185
Total	1,748,639

2 COMMUNITY PLANNING BUDGET 2020/21

- 2.1 This budget monitoring report shows current and projected expenditure for 2021/22 as at the end of quarter 1.

	2021/22 Budget £	Year to date spend £	Full year forecast £	Variance £ (Difference between forecast and budget)
Fairer Aberdeen Fund	1,640,243	444,036	1,640,243	0
ACVO Third Sector Interface/ engagement: Community Planning	62,321	15,580	62,321	0
City Voice	37,000	37,000	37,000	0
Civic Forum	3,890	0	1,000	(2,890)
Police Scotland Local Partnership & Initiative Fund	5,185	5,185	5,185	0
Total	1,748,639	501,801	1,745,749	(2,890)

- 2.1 The underspend from the Police Scotland Local Partnership & Initiative Fund during 2020/2021 has now been awarded to the Anti-Social Behaviour Diversion Project in the Northfield Priority Partnership.

3 GRANT FUNDING 2020/21

- 3.1 As well as the agreed community planning budget, the Partnership receives income from a number of external funding sources. The funding secured to date is below:

	2021/22 Budget £	Year to date spend £	Full year forecast £	Variance £
Community Justice Transition Fund	62,000	15,625	62,000	0
Total	62,500	15,625	62,000	0

- 3.2 The Community Justice Transition fund for 2021/22 is being used to fund the continuation of the Community Justice Officer post.

Recommendations for Action

It is recommended that the CPA Management Group:

- i) Note Community Planning Aberdeen Budget's performance during quarter 1 of 2021/22.

Opportunities and Risks

Regular reporting on the current year's budget gives Community Planning Aberdeen the opportunity to determine whether value for money is being achieved and allows early identification of possible shortfalls.

Consultation

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

Maggie Hepburn, CEO, ACVO
Jonathan Smith, Chair of Civic Forum
Aileen Duncan, Finance Development Officer, ACC
Susan Thom, Fairer Aberdeen Fund Co-ordinator, ACC
Martin Smith, North Locality Inclusion Manager, ACC

Background Papers

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

[Community Planning Budget 2021/22](#)

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Community Planning Aberdeen

FORWARD PLANNER

The reports scheduled within this document are accurate at this time but are subject to change.

Title of report	Contact Officer
CPA Management Group: 11 August 21/ CPA Board 15 September 21	
CPA Improvement Programme 2021-2023	Allison Swanson (ACC)
CPA Improvement Programme 2021-2023 Reporting Processes	Allison Swanson (ACC)
Review of Community Planning Aberdeen Membership, Leadership and Partner Representation	Michelle Cochlan (ACC)
CPA Quarterly Budget Monitoring Report (Management Group only)	Michelle Cochlan (ACC)
Child Friendly Cities (Board only)	Matt Reid (ACC)
CPA Management Group: 19 October 21/ CPA Board 30 November 21	
CPA Improvement Programme and Locality Plans Quarterly Update	Allison Swanson (ACC)
CPA Quarterly Budget Monitoring Report (Management Group only)	Michelle Cochlan (ACC)
Half Yearly and Annual Child Poverty Action report for 2020/21	Derek McGowan (ACC)
NESCol Strategic Plan	Robin McGregor (NEScol)
North East College Regional Outcome Agreement	Robin McGregor (NEScol)
Economy Project Charters	
Reduce by 50% the number of homes with an EPC rating of F&G by 2023, leading to 100% by 2026.	Derek McGowan (ACC)
Ensure 100% of people presenting as homeless have a full financial assessment and access to all appropriate benefits by 2023.	Derek McGowan (ACC)
Increase support for those who have been most disadvantaged through the pandemic by 2023.	Derek McGowan (ACC)
Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.	Allison Carrington (SDS)
Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.	Allison Carrington (SDS)
People (Children & Young People) Project Charters	
Increase the number of accredited courses directly associated with growth areas by 7% by 2023.	Graeme Simpson (ACC)
Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.	Graeme Simpson (ACC)
Increase to 80%, the number of staff who feel confident about how to directly support, or refer a child for support, and signpost to appropriate services by 2022.	Graeme Simpson (ACC)
Increase by 80% the use of digital wellbeing resources for children and young people's mental health and wellbeing by 2022.	Graeme Simpson (ACC)
Increase by 40% the use of the wellbeing scenario on the Mind of my Own app by care experienced children and young people by 2022.	Graeme Simpson (ACC)
Increase by 50% the number of communications which are accessible to children and young people by 2023.	Graeme Simpson (ACC)

Title of report	Contact Officer
Increase to 100% of staff working directly and indirectly with children who have received child friendly city training by 2023.	Graeme Simpson (ACC)
By 2023 increase to 100% the number of multiagency governance arrangements which impact on children on young people that include their participation and engagement.	Graeme Simpson (ACC)
People (Vulnerable Adults) Project Charters	
Increase the number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2023.	Derek McGowan (ACC)
Increase by 10% the number of clients who access assessment/support/ treatment/services in relation to mental health issues: - in Police custody - on a community disposal - in HMP Grampian by 2023	Derek McGowan (ACC)
Increase by 15% victims of domestic abuse receiving support by 2022.	Derek McGowan (ACC)
To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.	Sandra MacLeod (HSCP)
Reduce youth homelessness by 6% by 2023.	Sandra MacLeod (HSCP)
Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023.	Sandra MacLeod (HSCP)
Increase the number of unpaid carers feeling supported by 10% by 2023.	Sandra MacLeod (HSCP)
Place Project Charters	
At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).	Jillian Evans (NHSG)
CPA Management Group: 26 January 22/ CPA Board 23 February 22	
CPA Improvement Programme and Locality Plans Quarterly Update	Allison Swanson (ACC)
CPA Quarterly Budget Monitoring Report (Management Group only)	Michelle Cochlan (ACC)
Economy Project Charters	
Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.	Derek McGowan (ACC)
Increase the uptake of unclaimed benefits across Aberdeen City by 2023.	Derek McGowan (ACC)
80% of young people will successfully complete their Modern Apprenticeship programme by 2022.	Allison Carrington (SDS)
Support 15 care experienced young people progress to employment through public sector funded employability programmes by 2023.	Allison Carrington (SDS)
People (Children & Young People) Project Charters	
Increase uptake of parenting and family support by 10% by 2022.	Graeme Simpson (ACC)
Reduce the number of children starting P1 with an identified speech delay by 5% by 2023.	Graeme Simpson (ACC)
100% of schools offer sustainable and equitable access to counselling for those children aged 10 and above who require it by 2022.	Graeme Simpson (ACC)
The number of children and young people with an eating disorder who are identified within 3 months of onset is increased by 50% by 2023.	Graeme Simpson (ACC)

Title of report	Contact Officer
100% of children and young people have free access to physical activity which improves mental health and wellbeing by 2022.	Graeme Simpson (ACC)
Increase the number of care experienced young people by 10% receiving multiagency throughcare/aftercare support by 2023.	Graeme Simpson (ACC)
Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.	Graeme Simpson (ACC)
Reduce by 5% the number of 16/17 year olds with higher support needs offending by 2022.	Graeme Simpson (ACC)
People (Vulnerable Adults) Project Charters	
N/A	
Place Project Charters	
N/A	
CPA Management Group: 23 March 22/ CPA Board 20 April 22	
CPA Improvement Programme and Locality Plans Quarterly Update	Allison Swanson (ACC)
CPA Budget Setting Report	Michelle Cochlan (ACC)
People (Children & Young People) Project Charters	
Increase the number of young people who leave school with a minimum of SVQ 3 in literacy and numeracy and 4 other qualifications to 93% 2023.	Graeme Simpson (ACC)
People (Vulnerable Adults) Project Charters	
Increase the number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2023.	(Police Scotland)
CPA Management Group: 1 June 22/ CPA Board 6 July 22	
CPA Improvement Programme and Locality Plans Quarterly Update	Allison Swanson (ACC)
CPA Quarterly Budget Monitoring Report (Management Group only)	Michelle Cochlan (ACC)
CPA Management Group: 17 August 22/ CPA Board 14 September 22	
CPA Improvement Programme and Locality Plans Quarterly Update	Allison Swanson (ACC)
CPA Quarterly Budget Monitoring Report (Management Group only)	Michelle Cochlan (ACC)
CPA Annual Outcome Improvement Report	Michelle Cochlan (ACC)
CPA Management Group: 26 October 22/ CPA Board 30 November 22	
CPA Improvement Programme and Locality Plans Quarterly Update	Allison Swanson (ACC)
CPA Quarterly Budget Monitoring Report (Management Group only)	Michelle Cochlan (ACC)
TBC	

Acronyms:

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

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APPENDIX 1 Community Planning Aberdeen Funding Tracker

The tracker below includes key funding opportunities available to the Partnership linked to the themes within the LOIP and Locality Plans.

Title	Description	Amount	Deadline for applications	Relevant CPA Group
Economy				
Sustainability Leaders Awards https://event.edie.net/awards/	Nonfinancial awards which aim to highlight the achievements of companies and public bodies in the UK that have gone 'beyond the call of duty' to improve their green credentials. The awards provide a platform for the promotion of innovative and effective environmental solutions.	None	01/10/2021	Local authority
Community Ownership Fund – Scottish Government https://www.gov.uk/government/publications/community-ownership-fund-prospectus	Community groups to bid for up to £250,000 matched-funding to help them buy or take over local community assets at risk of being lost, to run as community-owned businesses. In exceptional cases, up to £1 million matched-funding will be available to help establish a community-owned sports club or help buy a sports grounds at risk of being lost without community intervention. The Fund will run until 2024/25 and there will be at least 8 bidding rounds in total.	Up to £1 million Scottish based projects are guaranteed a minimum of £12.3m over the lifetime of the fund.	13 August 2021 – deadline for submitting applications to the first bidding round December 2021 – round 2 will open May 2022 – round 3 will open	Community and voluntary organisations
National Heritage Memorial Fund - COVID-19 Response Fund https://www.nhmf.org.uk/funding/covid-19-response-fund	Grants are available for projects to protect nationally important heritage assets that are at risk due to the impact of coronavirus (COVID-19) – Works of fine and decorative art; Museum collections; Archives; Manuscripts; Items of industrial, transport and maritime heritage; Historic buildings and land. Eligible costs and activities include: -Acquisition/purchase costs, including associated professional fees. -Transport costs, including conservation standard handling and packing for collections or heavy lift/transport costs for large items/historic vehicles. -Interim storage costs and investment in new permanent storage capacity.	Discretionary	30/04/2023	Charities, non-profit organisations and public sector organisations

	<ul style="list-style-type: none"> -Urgent conservation work necessary due to COVID-19 impact and investment to resolve maintenance backlog/deficit; collection care costs. -Condition surveys, cataloguing, management and conservation planning. -Professional fees, including legal and other fees to support asset transfer. -Ownership transition costs; fixed term support to enable sustainable rehoming of heritage asset. -Organisational development costs to support asset transfer; skills development/capacity building; business review and business planning support. 			
UK Infrastructure Bank (UKIB) – HM Treasury https://www.ukib.org.uk/	<p>From summer 2021, the bank will offer financing to local authorities across the UK, for high-value and complex economic infrastructure projects to support local growth and tackle climate change.</p> <p>Working in partnership with local government and the private sector, the Bank will harness investment tailored to the needs of specific infrastructure projects, offering a range of financing tools including debt, equity, and guarantees.</p>	The bank will have an initial £12 billion of capital to deploy and will be able to issue £10 billion of government guarantees, helping to unlock more than £40 billion of overall investment.	None specified.	Local authorities – from summer 2021
People				
Barclays' 100x100 UK COVID-19 Community Relief Programme https://home.barclays/society/investing-in-our-communities/barclays-covid-19-community-aid-package/	<p>Support for vulnerable people impacted by COVID-19, and to alleviate the associated social and economic hardship caused by the crisis. Funding will be focused on supporting charity partners who are meeting the immediate needs of Barclay communities, in these four priority focus areas:</p> <ul style="list-style-type: none"> -Help for people experiencing physical and mental health issues. -Financial assistance for people facing financial hardship. -Support for ethnically diverse communities disproportionately impacted by the crisis. -Enhancing digital accessibility. 	£100,000	Applications to this second round will be accepted from 12 July 2021 until 6 August 2021 (6pm).	Registered charities

Santander Foundation - Financial and Digital Empowerment Fund https://www.santandersustainability.co.uk/the-santander-foundation	Grants are available for projects to improve people's digital confidence, knowledge and skills to enable them to make more informed decisions about money and have access to financial services.	Up to £150,000	13/08/2021	Registered charities
BBC Children in Need - Main Grants Programme	Funding is available to organisations that are supporting children and young people of 18 years and under who are experiencing disadvantage through: -Illness, distress, abuse or neglect. -Any kind of disability. -Behavioural or psychological difficulties. -Living in poverty or situations of deprivation. The funding is for projects that make differences in children's lives that help prevent or overcome the effects of the disadvantages they face. Projects achieve these differences by either working directly with children or seeking to improve their social and physical environments.	Up to £100,000	23/08/2021	Registered charities; housing associations; special schools
Scottish Government National Drugs Mission Funds - Children and Families Fund https://www.gov.scot/publications/national-drugs-mission-funds-guidance/ Scottish Government National Drugs Mission Funds - Recovery Fund https://www.gov.scot/publications/national-	Grants are available to improve support for children, young people and families impacted by drug use, and ensure all children, young people and families have access to services. Grants are available to support access and increase provision of residential rehabilitation in Scotland.	Discretionary	None specified	Not-for-profit organisations working in the drugs sector, including integration authorities, alcohol and drug partnerships, third sector organisations and grassroots/community organisations

drugs-mission-funds-guidance/ Scottish Government National Drugs Mission Funds - Service Improvement Fund	Grants are available for projects that improve services for outreach, treatment, rehabilitation and after care.			
Place				
Scottish Government - Nature Restoration Fund https://www.nature.scot/scottish-government-nature-restoration-fund	<p>Capital grants for projects that support nature recovery and address climate change and/or its impacts. The Fund has two themes:</p> <ul style="list-style-type: none"> -Making Space for Nature (urban focused nature based solutions for biodiversity and climate change). -Helping nature recover (rural focused biodiversity enhancement, climate resilience and reinstatement). <p>Projects need to address at least one of the Intergovernmental Science-Policy Platform on Biodiversity (IPBES) drivers of biodiversity loss</p> <ul style="list-style-type: none"> -Land and sea-use change -Direct exploitation of organisms -Climate change and its impacts -Pollution -Invasive non-native species 	Grants of up to £20,000 are available.	27/07/2021 – short deadline	Public, private, and voluntary sector organisations as well as private individuals.
LGA Behavioural Insights Programme https://www.local.gov.uk/our-support/financial-resilience-and-economic-recovery/behavioural-insights	<p>Match funding of up to £20,000 available to local authorities to contribute towards the delivery of a behavioural insights project aimed at managing service demand and achieving efficiencies.</p> <p>For 2021/21, the programme will be expanded and delivered through a consortium model which will bring groups of local authorities together to tackle a shared behavioural challenge. The programme aims to scale up across several councils with a shared challenge to deliver low cost interventions</p>	Up to £20,000	26/07/2021 – short deadline	Local authorities

	with a view to changing or sustaining a behaviour within local communities.			
Places Called Home Fund - IKEA Limited and The National Lottery Community Fund https://www.tnlcommunityfund.org.uk/funding/programmes/places-called-home	Grants are available to help improve community shared spaces and run activities that focus on sustainable living in the UK. The funding can be used for: Events and activity costs (though not celebratory events); Equipment and materials; Refurbishment costs; Staff costs; Training costs; Transport; Utilities/running costs related to the idea; Volunteer expenses; Translation costs; Small land or building projects.	Up to £5000	None specified	Local voluntary and community groups and schools
Visit Britain - Domestic Support Fund https://www.visitbritain.org/domestic-support-fund	The fund aims to support the UK business events industry to restart domestic events. It is designed to offer financial support to kick-start the return of business events and to showcase that the UK is ready to meet again and has adapted to new ways of meeting in a COVID-19 secure environment.	Up to £15,000	None specified	not-for-profit organisations, including associations and charities
Sports Facilities Fund – Sport Scotland https://sportscotland.org.uk/funding/sport-facilities-fund/	<p>Grants are available for the provision or upgrading of sports facilities in local communities throughout Scotland.</p> <p>Activities should clearly demonstrate an impact on one or both of the following outcomes:</p> <ul style="list-style-type: none"> -Participation - provide opportunities for people to get involved and participate in sport and stay involved throughout their life. -Progression - provide opportunities for people to develop, progress and achieve success at their chosen level of sport. <p>Priority will be given to projects where there is a commitment to the following:</p>	Up to £100,000	01/09/2021	Local authorities, Sports clubs, Community sports hubs. Community organisations.

	<ul style="list-style-type: none"> -Equalities and inclusion. -People development. -Collaboration and impact 			
Technology				
Local Full Fibre Networks (LFFN) Challenge Fund - Department for Digital, Culture, Media and Sport (DCMS) https://www.gov.uk/government/publications/local-full-fibre-networks-challenge-fund	<p>Capital grant programme to help deliver the fastest and most reliable digital communications network available. To support projects that create the conditions for successful achievement of the strategic objective to stimulate more commercial investment to deliver more gigabit capable connectivity and both of the Programme's delivery objectives:</p> <ul style="list-style-type: none"> •Directly maximising the availability and benefit of gigabit capable broadband services to public sector, business and residential users. •Improving commercial investment conditions, in local areas e.g. improve the business case for the market to provide more gigabit capable broadband. 	Up to £4,750,000	None specified.	All tiers of local government and other public sector bodies
Scotland - eBike Grant Fund – Transport Scotland https://energysavingtrust.org.uk/grants-and-loans/ebike-grant-fund/	<p>Funds for projects that lead to the large-scale adoption of ebikes and ecargo bikes as an alternative to car journeys across Scotland. The fund is divided into the:</p> <p>Category A - Community Fund which provides grants to community groups and third sector organisations to support projects that will provide opportunities to trial ebikes.</p> <p>Category B - Public Sector Fund which provides grants to public sector organisations and local authorities for the purposes of providing fleets of pool bikes, bikeshare/hire schemes, and promoting large-scale uptake of ebikes as an alternative to car and van travel.</p>	<p>There are two levels of funding:</p> <p>Category A Fund: Grants of up to £25,000.</p> <p>Category B Fund: Grants of up to £200,000</p> <p>Organisations must provide match funding from an eligible source: 50% cash match funding for Public Sector bodies; and 25% for Community and Third sector</p>	<p>Category A: 23 July, 24 September, 3 December 2021</p> <p>Category B: 6 August, 8 October 2021</p>	Local authorities; community groups; further and higher education institutions

		organisations, with in-kind funding only considered for the latter groups.		
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